

STRATEGY AND SPACE: A LONGITUDINAL CASE STUDY OF BROADCASTING FACILITIES

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ABSTRACT. The article is based on results from a research project on space strategies and building values, which included a major case study of the development of facilities for the Danish Broadcasting Corporation over time. The focus is to identify, how different space strategies have been implemented in different periods and how these strategies can be related to the general conditions of the corporation. The strategic uncertainty of the corporation is investigated as a main determining factor for changes in space strategy based on theories of the relations between strategy and place. These theories include that corporations follow one of the three generic space strategies: Incrementalism, standardization, and value-based strategy. Among the conclusion are, that the space strategies mostly changes between incremental and value-based strategies, but one period of standardization was identified. Furthermore, there is a clear relation between value-based space strategies and the presence of visionary project champions.

KEYWORDS: Space strategy; Strategic uncertainty; Positioning strategy; Adaptability; Project champions

1. INTRODUCTION

This article deals with space strategies understood as strategies for managing the capacity and quality of building space needed for the development of an organization. Other terms used in literature are property management strategies, corporate real estate management strategies, and accommodation strategies.

The research questions were: what are the main drivers for the development and changes in space strategies, and how can different space strategies be characterized? These questions were investigated in literature studies and the results were tested in a case study of the space provision for the Danish Broadcasting Corporation (DR) during the 80 years of the

corporation's existence. Based on empirical research the development of DR is divided into 7 distinct periods with different space strategies, which are related to differences in the strategic uncertainty. Furthermore, it is analyzed how the space strategies deals with adaptability in varying ways in different periods.

The research was part of a research project on space strategies and building values, which involved a major case study of the development of facilities for DR (Jensen, 2006a, 2006b and 2007). The paper starts with a description of the research methods applied and the purpose of the research, followed by an outline of the theoretical basis. Afterward the case study is presented as well as the major findings in relation to space strategies and finally conclusions are drawn.

2. RESEARCH METHODS AND PURPOSE

The data collected in the research project are partly based on interviews and a questionnaire survey, but the results presented in this paper are mainly based on literature studies and archive research. The literature studies have both been of a theoretical nature related to space strategies and of empirical nature with focus on the development of space provision in DR. The archive studies have supplemented the empirical literature studies and have included studies of archives at DR's internal library and archive as well as archives on some of DR's major building projects at the Danish National Archive.

As part of the research all annual reports from DR have been reviewed and timelines of quantitative data like development in annual expenditure and number of staff have been established. The development in DR is analyzed in relation to international development in broadcasting and the general development in society during the same historical period.

In this paper the case study is on one hand used to test a theory about generic space strategies. On the other hand the case study is used together with the theory to get a deeper understanding of the development in DR's space provision. The research aims to contribute to the development of theory on space strategy mainly by providing an increased empirical foundation. Furthermore, the research attempts to provide an exemplary way to study space provision to create more consciousness about the importance and conditions for space strategies among managers.

3. THEORETICAL BASIS

A space strategy is always based on some presumptions or policies, for instance whether a company prefers to own or rent their facilities. Both policies and strategies can be explic-

itly expressed or implicit, but in either case the practical management and decisions on space will be an indication of specific policies and a certain strategy. The need to explicitly express policies and strategies of space is related to the strategic importance of space in a specific situation and time period.

Strategic importance of space

Barrett and Baldry (2003) discuss the difference between strategic and operational decisions. They develop a diagnostic checklist according to which a problem is strategic if most of the following criteria are fulfilled: The problem occurrences are rare, the consequences are radical, serious, widespread, long-lasting and precursive with many parties involved.

It is characteristic for space provision that most companies only occasionally make major decisions. According to O'Mara (1999) they take place in average every 3-5 years in bigger American companies. Such decisions mainly occur when new building projects are initiated, buildings are going to be bought or sold or major rental arrangements started or ended. In these situations the strategic importance of space decisions is obvious, because the decisions will have serious long-term consequences on the companies' economy and possibilities to develop with important consequences for staff and collaborating partners. Between such decisions space is important as a physical frame for the company and responsible for considerable expenses, but it does not necessarily need much ongoing attention among the top management of the company. Space is usually just taken for granted.

Therefore it is relevant to distinguish between generic strategic areas and current strategic areas (Jensen, 2004). Generic strategic areas are generally of great importance for the long-term development of the company, but they do not necessarily require much ongoing attention from the top management.

Current strategic areas are areas where specific internal or external developments make it necessary to frequently make critical decisions of importance for the company's long-term development. Space is characterized as a generic strategic area, which occasionally becomes a current strategic area for the top management of companies. In comparison areas like product development and market position have a more constant need for attention from top management as they are of great importance for companies' income.

Real estate strategies and corporate objectives

Nourse and Roulac (1993) link real estate decisions to corporate strategy. They discuss how alternative real estate strategies can contribute to business objectives and come to the conclusion that too often the dominant emphasis is on the financial goal of cost minimization. In order to effectively support a range of corporate objectives, multiple, rather than single real estate strategies are required. They link eight types of real property strategies to a number of possible aims of a firm. These include common corporate real estate decisions regarding site selection, facility design, and leasing. Others are related to the traditional goals of reducing occupancy costs and facilitating production, operations, and service delivery.

Krumm et al. (1998) have partly based on the work of Nourse and Roulac (1993) identified elements of added value of real estate and this research has more recently been followed up by Lindholm et al. (2006), who has implemented a model of strategic mapping from balanced score card methodology (Kaplan and Norton, 2000) to show how real estate strategies can lead to profitability growth and/or revenue growth and thereby maximize the wealth of shareholders.

Lindholm et al. (2006) identify the following 7 strategies:

1. Increase value of assets (leads to revenue growth).
2. Promote marketing and sale (leads to revenue growth).
3. Increase innovation (leads to revenue growth).
4. Increase employee satisfaction (leads to revenue growth and/or profitability growth).
5. Increase productivity (leads to profitability growth).
6. Increase flexibility (leads to profitability growth).
7. Reduce cost (leads to profitability growth).

For each strategy a number of different possible solutions in the real estate decision making at the operational level is specified.

The work by Krumm et al. (1998) has also been followed up by Vries et al. (2008), who have investigated the impact of real estate interventions to organisational performance through a survey among Institutes of Higher Professional Education in the Netherlands. The empirical study was based on a theoretical model that takes its starting point in the thinking of Joroff et al. (1993), that real estate is the fifth resource after human resources, technology, information and capital. These resources are inputs into an organisational process leading to the general outputs of products and services. The influences of real estate are investigated in relationship to production, image, flexibility, culture, innovation, satisfaction, cost, risk control, and the possibility to finance. The impacts on performance are related to changes in productivity, profitability and competitive advantages.

The most comprehensive study of the real estate strategies corporations actually follow has been carried out by the American researcher O'Mara (1999) and she has also developed a theory about what determines generic space

strategies. This theory has been the primary basis for the case study in this article and will be explained further below.

Generic space strategies

The most important aspect of space strategy is according to O'Mara (1999) to ensure the long-term adaptation of space to companies' need for development. Space strategies enable competitive advantages by supplying the right resources in the right place at the right time at the right cost. Real estate and facilities fulfill two critical roles; the first role is to physically support the production process and the second role is the symbolic representation of the organization to the world. O'Mara (1999) defines three generic space strategies based on analyses of space provision in more than 40 American companies: Incrementalism, standardization and value-based strategy.

Incrementalism means that adaptations of space are made only in small steps when absolutely necessary and extra space is usually rented to avoid major capital investments. This strategy is mainly applied by companies under great uncertainty, which is typical for new companies in the start-up stage, where the demand for the companies' products is impossible to predict. The strategy can also be applied by companies under fast growth, where acquiring extra space rapidly when needed, has high priority. In markets with rapid economical or technological changes or general great uncertainty this strategy is also often used.

Standardization means that both design and decisions on space are strongly regulated and based on strict long term plans. This strategy is mainly applied by companies under low uncertainty. This is typically large companies with a well consolidated position in a relatively stable or expanding market and often with distributed localization. The strategy often involves standardization of both design processes and design outcome.

Value-based strategy means that that the symbols and values of the organization plays an important role in decisions on space. This strategy is mainly applied by companies under medium uncertainty. This is typically companies that use building projects to promote their position both by creating optimal physical frames for production processes and by utilizing the buildings as a symbol in relation to the surrounding world. It can be relatively new companies that have reached a level of increased certainty about the future and a need to make this manifest. Also companies which have survived a major crisis period or companies with a new management who wants to create and signal major changes will often apply a value-based strategy.

The strategies are according to O'Mara mainly dependent on the companies' strategic uncertainty about their future development and a company's strategic uncertainty can be analyzed from the following factors in the surroundings: Finance, competition, customers, suppliers, politics and technology.

Related studies

Singer (2005) provides an interesting study from the Netherlands based on the theories on generic space strategies by O'Mara (1999). These theories are seen as an expression of the positioning school of strategic management, which is based on the very influential theories by Porter (1985). Mintzberg et al. (1998) compares ten different schools of strategic management, and the positioning school is characterized by being analytical and less concerned with the process of strategy formation than with the actual content of strategies. Singer (2005) presents eleven small case studies and among the conclusions was that the three generic strategies all were found applicable, but not all the components in O'Mara's contextual model could be established.

The work by Singer (2005) is part of a number of research studies at Delft University of Technology with the aim to develop a framework for designing accommodation strategies. Jonge et al. (2009) present such a framework and O'Mara's theories are presented as one out of six methods for strategy design that are compared. They conclude that O'Mara's theories are strong on objective (generic strategies) and process (analytical framework), but the relationship between the two is not explicitly dealt with.

4. CASE STUDY FINDINGS

DR was established in 1925 as a state institution with monopoly in Denmark on radio broadcasting. In the 1950's television was added and DR kept the monopoly on nationwide television broadcasting until 1988. From the beginning DR was financed fully by license fees and this is still the main income. DR is not allowed to get income from commercial adverts. The political control of DR has always

been strong although there has been a change towards more independence, particularly after loosing the monopoly status. Until then DR's budget was decided annually by the government while the budget and other conditions are now decided for periods of 3-4 years.

The overall development in DR over time is illustrated by the annual expenditure and number of staff from 1925 to 1959 in Figure 1 and from 1960 to 2004 in Figure 2. Expenditures are indexed to price level 1925 and 1960, respectively, and the scale for the expenditures is 100,000 DKK in Figure 1 and million DKK in Figure 2.

Figure 1 shows a gradual increase in both expenditure and staff from the beginning, but with the strongest increase in staff. The sudden increase in staff around 1950 was caused by transfer of technical staff working for DR from the Danish Post and Telegraph Corporation. During the 1950's the staff increased rapidly, but the expenditures increased even more due to investments in television and FM radio network.

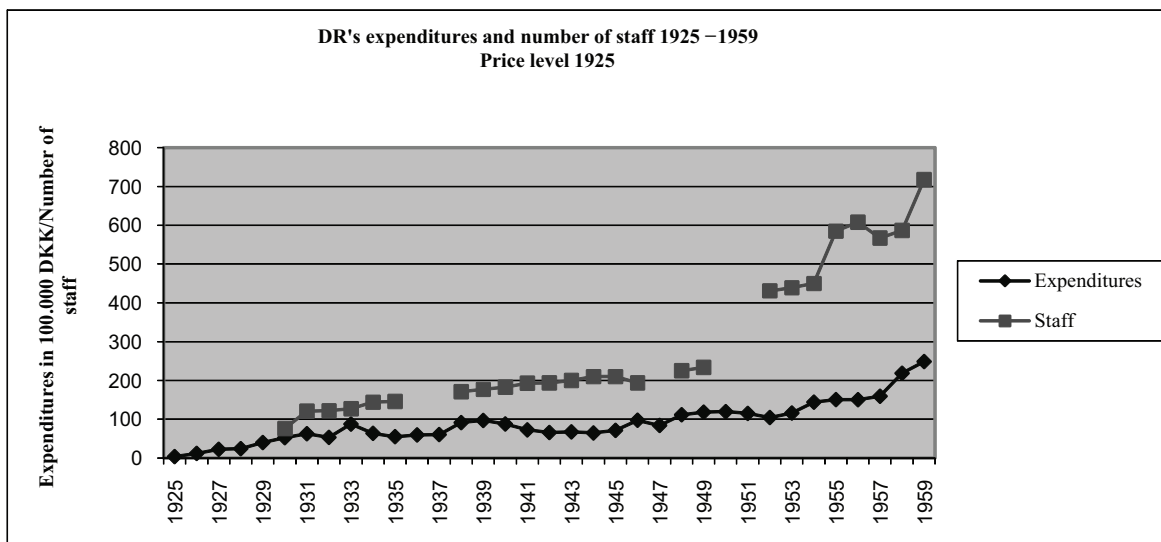


Figure 1. DR's expenditure and staff 1925-1959 (Jensen, 2006a)

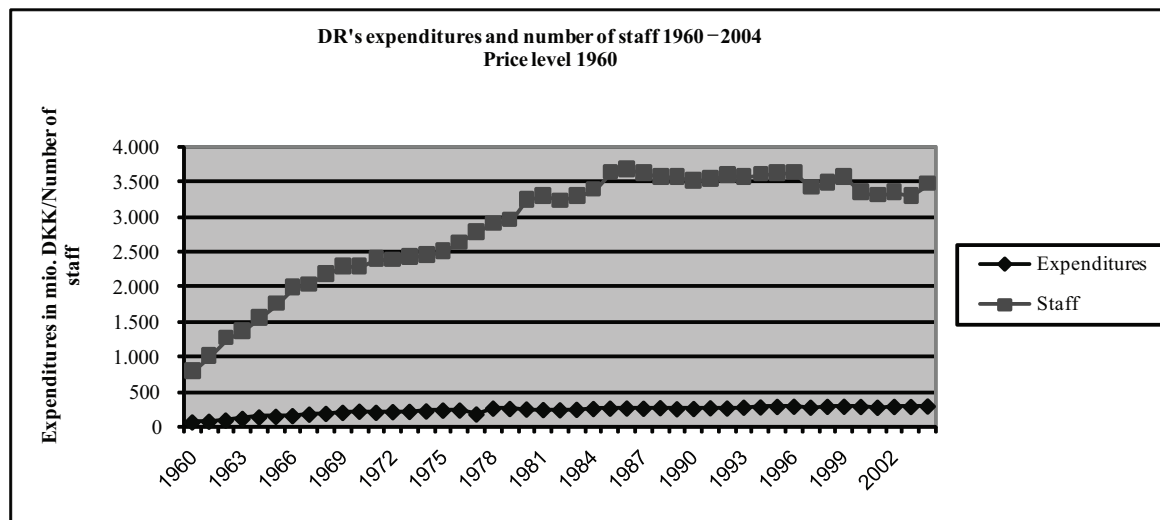


Figure 2. DR's expenditure and staff 1960-2004 (Jensen, 2006a)

Figure 2 shows that the number of staff exploded from the start of the 1960's and continued to increase rapidly due to the strong development of television and more radio channels until the end of monopoly in 1988. After that the number of staff has been fairly stable with a slight downward trend due to rationalization and outsourcing. The expenditures increased during the 1960's and 1970's but very slight compared to the increase in staff and since 1980 the annual expenditures have been almost the same in fixed prices.

DR has mainly been located in purpose designed buildings financed by the annual income from license fees. DR has in general not been allowed to take out mortgages or other kinds of loans without special permission from the government. The current project of building a new headquarters in Copenhagen (DR BYEN) is the first building project, which is mainly financed by state guaranteed loans.

The analysis of DR's general development, the strategic uncertainty and space provision has resulted in a division of 7 periods characterized by different space strategies. This is explained below through a description of each period.

Incrementalism during the early years of radio 1925-1933

During the early years the uncertainty about DR's future was very great both in relation to finance, customers, politics and technology. Only in relation to competitors was there no immediate uncertainty because of the monopoly – except for foreign radio stations but none of these broadcasted in Danish. The first year was a test year and DR just managed to get the prospected income from license fees, but DR quickly turned into a big success with many more listeners and higher income than expected. The organisation expanded quickly and invested heavily in new technology for production and transmission to increase the quality of broadcasting.

Initially DR took over existing production facilities with a radio studio and technical equipment at a P&T building in Copenhagen. Office facilities were placed subsequently in two different buildings around Copenhagen during the first year before they could be situated close to the production facilities by the end of 1926. In 1928 all of DR moved to a rented place, where improved studio facilities

were established including the worlds first radio concert studio with audience.

However, before DR's move the Danish minister of public works, who was responsible for DR, had decided to build an extension to the Danish Royal Theater with a new theater hall but including space for DR and based on DR being the owner of the building and renting out the theater hall. This was clearly a way to economically support the Royal Theater by DR's steadily increasing income from license fees, but DR had to accept this solution.

The new extension – nick-named “Stærekassen” (“The Bird Nest Box”) – was finished with delays in 1931. Already during construction it became clear that the architect had not implemented promised measures for sound insulation between the theater hall and DR's radio studios. In the meantime DR's organization had expanded rapidly, and therefore the new building did not provide enough space, so DR had to rent office space in a neighboring building and keep on renting the concert studio. Furthermore, after only two years the Royal Theater could no longer afford to rent the theater hall, and DR was forced to take it over without it being really useful for radio production. The case was all together a big scandal, and when DR's board required permission to develop a new purpose designed building it took an expert inquiry to convince the minister that it was justified. However, after DR left in 1941 the building was taken over by the Royal Theater and has been used for theater performances until recently, when a new theater building was established nearby. Stærekassen was preserved in 1995.

The space strategy in the early years of radio from 1925 to 1933 was clearly an incremental strategy with several changes in space provision to accommodate the needs of a rapidly expanding organisation and with some expensive learning experiences.

Value-based strategy during the building of Radiohuset 1934-1945

The decision to build a purpose designed building for DR marked the change to a value-based strategy. DR had proven successful and the uncertainty in relation to finance, customers and politics had been greatly reduced. The production and transmission network had been developed and the quality of broadcasting had been raised, but the technology was still developing fast and the science of acoustics was still very young.

Thus, the uncertainty in relation to technology was still high, and this may be partly the reason why engineer Kay Christiansen from P&T became in charge of the new building project. He was the one who by chance discovered the problems with lacking sound insulation during the construction of Stærekassen and he had written the report that convinced the board of DR, that Stærekassen was unsuitable for DR's further development. He managed to get free hands to select a team with an architect, a structural engineer and an installation engineer – the technical committee – who jointly developed the project proposal for the new building, Radiohuset (Radio house), in 1934. After a reduction of the project, partly by no longer preparing for television, a revised proposal including a concert hall was approved early 1936.

The technological uncertainty was reduced by several study tours to other radio buildings in Europe and during design a number of technical experiments were conducted, mainly in relation to acoustics and sound insulation. An acoustic test facility was established on the building site as part of bomb shelters constructed for the building.

The building was for most parts finished in autumn 1940 after the German occupation 9 April 1940, but the concert hall was purposefully drawn out not to be finished before the end of the war in 1945 to avoid it being used

for propaganda purposes by the occupation force. The national cultural importance of the building was clearly expressed at a meeting of the building committee in discussions on artistic decoration by the head of DR's board Julius Bomholt – social-democratic member of the parliament and later minister in several periods for among other things culture – in 1941: “a building that should serve all our popular cultural life. It is a building for the whole population. From it would come influences into every home in the country. The work to be taken place in the building should serve to maintain our national identity and our Danish heritage into the future.” (Jensen, 2006a – translated by the author).

Incrementalism during the early years of television 1946-1958

During the war radio broadcasting had been reduced and the first years after was a period of reconsolidation. This was soon changed to a new expansion and new developments by the beginning of television transmissions and launching a second radio channel in 1951 followed by establishment of new transmission networks for television and FM radio.

This created need for more space and the head of television J. Fr. Lawaetz published a book where he described his visions for television house in Utopia. However, he realized that this was a long term goal and he wrote: “But do not believe, that we dream about building a house, we would not dare do that even if we had the money. First we need to gain lots of experiences. The best thing would be, if we when time is due could find an existing building that without too great changes could be made into a temporary television house.” (Lawaetz, 1951 – translated by the author). An incremental strategy could not be expressed much clearer. The first years of television were on an experimental basis with only a few hours of transmission per week, and the political uncertainty

was great until 1954, when permanent permission for television was granted.

A plan for renting a specific building for a temporary television building was proposed in DR but it was not approved. Instead it was decided to make an extension to Radiohuset. DR's board decided as early as 1948 to have a project proposal for such an extension produced by the architect of Radiohuset but due to the post-war situation with national monetary problems and lack of building materials etc. permission for the new building project was not given before 1953 and it was finished in 1958. In the meantime space for television had to be found in the existing building including changing a former radio studio into a television studio and renting space for a film studio externally.

Value-based strategy and incrementalism during fast-growth 1959-1972

It soon became clear that the extension of Radiohuset was insufficient to accommodate the expanding needs for both radio and television, and the new media television was regarded by the radio staff as a cuckoo that had taken over their nest. In 1956 DR's board decided it was time to find a site appropriate for a separate television house and in 1959 an architectural competition was arranged. Instead of just one house the development became much bigger and was called TV-byen (TV town). It is placed in Gladsaxe 10 km north of Copenhagen and was developed in stages from 1959 to 1981 as a 100,000 m² complex.

The brief for the architectural competition described a project in two stages about the size of the extended Radiohuset but the result turned out to be 4 stages with three times as much space. In the brief the possibilities to make extensions of all main functions – workshops, studios, technical facilities and offices - was stressed and the winning project was based on

bands for the different functions held together by a central joining corridor system, where each band had space for expansions with more buildings. The buildings are with one to three floors except for a 15 storey high-rise office building, which express the grandness of the development and the importance of television as a media.

The strategic uncertainty about television was reduced when the development of TV-byen began. The transmission network was developed nationwide and the number of viewers paying a special television license fee on top of the radio license fee was steadily increasing. In a new law from 1959 television became officially a part of DR's broadcasting, so the political uncertainty was low. However, the technological development within television was rapid and created uncertainty for the building planning and caused changes in the layout. The technical center was originally planned for only one channel and black and white television. This was later changed and an extra technical building was added to allow for two channels and colour television. The latter was introduced in the late 1960's, but a second channel was not introduced before the mid 1990's. At that time the old facilities were outdated and another new building was added.

The office spaces in TV-byen were designed with a strong focus on flexibility in relation to being able to move and reuse walls between offices and create offices of varying sizes for various numbers of workplaces. Ceilings and services were prepared for walls for each facade column.

The explosive expansion of television broadcasting and staff during the 1960's forced DR to complement the value-based strategy for development of TV-byen by an incremental strategy including renting several places around Copenhagen and building temporary pavilion buildings in TV-byen. Around 1960 regional radio transmissions started with a few hours

per week from a number of district radio stations around the countries, and this was also supported by an incremental strategy renting places around Denmark and later on developing new buildings for district radio stations.

Standardization during continued expansion 1973-1983

The developments of Radiohuset and the first stages of TV-byen were managed by political building committees with many members from DR's management, DR's board, the Danish parliament and building specialists. In 1970 DR appointed one of the engineers – Poul Høimark - with experience from TV-byen as building coordinator. He became DR's first professional internal building client.

Around the end of 1960's the political control over DR was under debate as television had become a very powerful media, but a new law from 1973 secured a higher degree of independence of DR's economy. The explosive expansion of the 1960's had changed into a more moderate growth but DR's license fees were still increasing from a higher colour television license fee. In this situation the space strategy changed to standardization.

This was clearly expressed by the last stage of TV-byen, which consists of small modular building blocks with one to two floors joined together by corridor systems. This building system was first used for the television news department in a building with eight modular blocks. While these were being built it was decided to copy the system with another new building covering three modular blocks for other departments placed in another part of TV-byen. Around the same time it was also decided to build three radio district buildings in three towns in Denmark as standard buildings. This was based on experiences from another new radio district building which was used as a test project for developing the standard building type.

Incrementalism around the end of monopoly 1984-1998

In 1983 a parliamentary commission on media recommended that an independent television station should be established in Denmark to create competition to DR. Although DR's monopoly continued to 1988 it immediately increased the political uncertainty for DR and when the monopoly stopped the political uncertainty was substituted by a serious uncertainty from competitors – not only from the new Danish TV-2 but increasingly also from other Danish and international commercial television broadcasting via satellite transmission. DR's market share gradually went down until the mid 1990's, when the new Director General Director, Christian Nissen, managed to consolidate and improve the position, among other things by launching the new television channel DR-2.

In this period the space strategy again became incremental with only a few small new buildings and main focus on consolidating DR's space in the main centers TV-byen, Radiohuset and R/TV-huset in Århus. In the process several rented spaces were finalized and also some owned facilities were sold. For the first time an explicit space strategy was formulated in DR.

Value-based strategy during relocation to DR BYEN 1999–

The consolidated market position for DR's television reduced to some degree the uncertainty in relation to finance, competitors and politics, but reduced uncertainty is hardly sufficient to explain why DR decided in 1999 to relocate all functions in Copenhagen to a new headquarters building called DR BYEN (DR TOWN) in a new area being developed called Ørestad Nord close to the city.

The reason was that political opportunities suddenly occurred as the Danish state

had started a huge development project in Copenhagen by building a new metro that was planned to be finance partly by developing and selling of land in an area called Ørestad, including former military areas close to the city. The cost of the metro project escalated and the selling of land went very slowly. A big public institution like DR moving to this new development area could give a strong impetus to the development. Christian Nissen saw this as an opportunity to transform DR to a new corporate culture with new multi-media production and completely digital technology as well as a new image of openness to the public without the heavy burden from the former status as a monopoly.

This decision is a clear indication of a value-based strategy and the involvement of the famous French architect Jean Nouvel as architect on a prestigious concert hall gives further evidence to this. After DR's move into this new headquarters the space strategy has most likely again become incremental for a long period.

DR BYEN is in contrast to TV-byen a very compact complex of 130,000 m². It is organized with four buildings joined together by a grand internal street and with mixed functions in each of the buildings. It is almost impossible to extent the buildings, but it is possible for DR to built new building on the other side of a metro high-rail. The internal adaptability is based on open office spaces with great generality.

DR BYEN was for the most parts occupied in 2006, but the concert hall did not open before January 2009 due to severe construction delay. Both Radiohuset and TV-byen has been sold off to a development company. Radiohuset had been preserved since 1994 and it is now used as a music academy. TV-byen has been changed in to a mixed area with offices, housing, private hospital and film production.

Summary

An overview of DR's main buildings with their location, main function, period of DR's occupation and size is shown in Table 1.

The space strategies used by DR during its 80 years history shift from periods with incremental strategies and periods with value-based strategies. During the 1960's with explosive expansion a value-based strategy is comple-

mented by an incremental strategy to accommodate the rapid developing need for space. That period is for the only time followed by a period with a standardization strategy. This occurs alongside DR establishing the first professional building client function. The seven periods vary between 9 and 15 years with an average about 12 years. The main results are summarized in Table 2.

Table 1. Facts about DR's main buildings over time

Building	Location	Main function	Period	Size
Stærekassen ("The Bird Nest Box")	Copenhagen City	Radio	1931–1941	6000 m ²
Radiohus, including extension	Frederiksberg (close to Copenhagen City)	Radio, incl. concert hall	1941–2007	30000 m ²
TV-byen, all phases	Gladsaxe (10 km north of Copenhagen)	TV and administration	1964–2006	100000 m ²
R/TV-huset, all phases	Århus (Denmark's second largest city)	TV and radio	1973–	28000 m ²
Distrikthuse, 3 similar buildings	Odense, Vejle, Ålborg (province towns)	Regional radio	1983–	2600 m ² each
DR BYEN	Ørestad Nord (close to Copenhagen City)	TV, radio, concert hall, administration	2006–	130000 m ²

Table 2. Summary of DR's space strategies in 7 periods

Space strategy	Period	Corporate development	Main new buildings
Incrementalism	1925–33	Early years of radio	Stærekassen ("The Bird Nest Box")
Value-based	1934–45	Golden years of radio and WW2	Original Radiohus
Incrementalism	1946–58	Rebuilding after WW2 and early years of TV	Radiohus extension
Value-based and Incrementalism	1959–72	Explosive growth of TV and regional development	TV-byen phase 1–2, R/TV-hus phase 1
Standardization	1973–83	Increased independence and reduced growth	TV-byen phase 3–4, R/TV-hus phase 2–3, districts
Incrementalism	1984–98	End of monopoly, stagnation and consolidation	None
Value-based	1999–	Digitalisation and multi-mediality	DR BYEN

5. CONCLUSIONS

The theory formulated by O'Mara (1999) is regarded to provide a suitable frame for investigating and analyzing space strategies. The concept of strategic uncertainty can be used to explain most reasons behind and changes in space strategies. It is characteristic that DR's space strategies mainly have been influenced by changes in political and technological uncertainty, and the uncertainty was largest in the early years of radio and of television and around the end of monopoly when uncertainty from competitors also became important. Rapid expansion has also shown to be an important factor in the 1960's, and the political opportunity and managerial desire to make major changes in DR are factors necessary to explain the current relocation of DR.

The views on adaptability has changed dramatically in DR from TV-byen in the 1960's to the present development of DR BYEN from main focus on possibility to expand, functional specialized buildings and flexibility in moving office walls towards less focus on the possibility of expansion and main focus on functional integration and generality of office spaces.

It is characteristic that periods with value-based strategy has involved the development of a major new building complex. Furthermore, in each case one person has been leading the process with defining the vision and overall intentions with the development. In the 1930's an engineer was leading the development of Radiohuset, in the 1960's the television director was leading the development of TV-byen and recently the director general Christian Nissen has been leading the development of DR BYEN. There seems to be a clear connection between a value-based strategy and a visionary person leading a major project as a "champion".

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SANTRAUKA

STRATEGIJA IR ERDVĖ: radijo ir televizijos transliavimo paslaugų longitudinalinis tyrimas

Per Anker JENSEN

Straipsnio pagrindas – rezultatai, gauti atlikus erdvių strategijų ir vertės didinimo projekto tyrimą. Tyrimo esmė – paslaugų, teikiamų Danijos radijo ir televizijos korporacijai (angl. *The Danish Broadcasting Corporation*), plėtros pagrindinė situacinė analizė. Siekiama nustatyti, kokios skirtingos erdvių strategijos buvo įgyvendintos skirtingais laikotarpiais ir kaip jos gali būti susijusios su korporacijos bendromis sąlygomis. Korporacijos strateginė nežinomybė tyrinėjama kaip pagrindinis ir lemiamas erdvių strategijos pokyčių veiksnys, grindžiamas strategijos ir vietos ryšių teorijomis. Anot šių teorijų, korporacijos taiko vieną iš trijų bendrų erdvių strategijų: inkrementalizmo, standartizavimo ir vertę grindžiamos strategijos. Paminėtina, kad erdvių strategijos kinta tarp inkrementalizmo ir vertę grindžiamų strategijų, tačiau buvo nustatytas ir vienas standartizavimo laikotarpis. Be to, yra aiškus ryšys tarp vertę grindžiamų erdvių strategijų ir nekomercinių projektų rėmėjų buvimo.