Better Business Performance
Through Better Workplace Performance
A CBRE Thought Series

Part Three
BUILDING COMPETITIVE ADVANTAGE
EXECUTIVE SUMMARY

The first two papers in our thought series focus on targeting talent through location and labor analytics and creating engaging user experiences through workplace strategy. These business strategies are not borne out of implicit real estate requirements; however, they do highlight how real estate can influence an outcome that ultimately provides a competitive advantage for occupiers.

One of the most strategic areas of competitive advantage is the workplace, which entails the two costliest concerns of any organization—talent and real estate. Real estate can become even costlier if not actively managed, and it is not uncommon that corporate occupiers will find their portfolios rife with assets that no longer fit their business model.

This third paper in our thought series places the focus squarely on the connection between corporate real estate and facility management practices and their role in creating true business advantage. Optimizing your real estate can create lasting benefits, and this paper provides insights into what optimization means to some of the most experienced professionals in the industry. This paper explores five key concepts:

Optimizing the Portfolio

Managing assets and services holistically at a portfolio level is a necessary approach to both maintaining cost discipline and achieving the highest levels of performance. The advice to occupiers is to translate business strategy into a proactive, as opposed to reactive, real estate strategy.

Using the Supply Chain to Your Advantage

More than ever, educated occupiers are building lean, strategically focused internal teams and partnering with third-party providers to better manage facilities and expenditures and optimize the value chain across their entire operating portfolios.

The Evolving Role of Technology

Buildings are becoming smarter. Automation systems are increasingly being used to control security, lighting, HVAC and a roster of applications that address a building’s sustainability—and are making an impact on costs and occupant health and well-being.

Delivering Results to the C-Suite

To ensure a successful outcome in the process of workplace transformation, it is essential that the real estate function has a seat at the decision-makers’ table, as a strategic partner and advisor. Real estate is poised to take a natural leadership role in this process, because the physical asset is so often the catalyst for change.

Maintaining the Optimized Portfolio

Of course, achieving an optimized real estate portfolio is only part of the discussion. The key is to maintain and build upon that success. Real estate is the natural function to lead the long-term strategy surrounding workplace portfolio performance, owing to its understanding of the business strategy, the people being served and the systems in place to support their work.
Managing assets and services holistically at a portfolio level is a necessary approach to both maintaining cost discipline and achieving the highest levels of performance. As Chris Perri, senior managing director of Global Workplace Solutions consulting, points out: “The decision-makers we engage with most efficiently are the ones with a holistic view of their portfolio defined through the lens of a budget that encompasses many locations.”

“Occupier clients generally segment their real estate service delivery around function or even geography,” says Curt Grantham, global president of client solutions for CBRE’s Global Workplace Solutions business. “It can be a challenge to have a strategic conversation about an integrated approach to managing assets, developing strategy and driving performance across multiple service lines and geographies around the world if you don’t have an integrated team in place to drive it. But once coordinated, the efficiencies gained from that kind of an integrated viewpoint are compelling.”
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—Curt Grantham, Global President of Client Solutions, Global Workplace Solutions, CBRE
The trend toward centralized corporate real estate management structures is clear. Seventy-two percent of respondents to CBRE’s Global Occupier Survey 2015/16\(^2\) reported centralized management structures. A similar survey of only Fortune 500 corporate real estate executives\(^3\) found that 85 percent of those real estate organizations were either primarily or completely centralized, and two-fifths reported a trend towards increased centralization over the last five years.

Karen Ellzey, executive managing director of CBRE’s Global Workplace Solutions management consulting practice, reinforces the benefit of this finding: “Leading corporate real estate executives are very deliberate about starting with strategic business goals and aligning their corporate real estate management priorities to support those outcomes. Corporate real estate executives must strike a perfect balance between cost and workplace effectiveness within the context of ever-changing business imperatives. It’s a more challenging task than most business executives realize.”
“Leading corporate real estate executives are very deliberate about starting with strategic business goals and aligning their corporate real estate management priorities to support those outcomes.”

—Karen Ellzey, Executive Managing Director, Global Workplace Solutions, CBRE
The advice to occupiers is to translate business strategy into a proactive, as opposed to reactive, real estate strategy. “But many clients have neither the scale nor the ability to deliver the necessary expertise using only their internal staff,” says Grantham. “There is tremendous pressure on most occupier real estate departments to slim down and become more efficient. The smaller internal team must be very closely connected to the business.”

“I find that working very closely with an internal team on the client side that understands the overall strategy of the business is a tremendous help in guiding our people as we deliver a comprehensive portfolio strategy that supports and is informed by that business strategy,” he adds.

So, what defines a comprehensive portfolio strategy?

“Certainly, a comprehensive portfolio strategy will be built on any number of factors relating to the occupier’s business, including industry vertical, maturity of operations, positioning in the economic cycle and so on,” says Julie Whelan, who heads Americas occupier research for CBRE. “But there are core elements of discovery and business inputs that are required to help define the strategy and path forward.”

Among these, occupiers should always be aware of specifics about the individual buildings in their portfolio—and what types of operations occur within them and whether the business expects to grow or contract within them. Portfolio strategy is of course concerned with where an occupier’s real estate is located and whether they own or lease, or when they have lease expirations or breaks—to appropriately manage and action against the real estate cycle relative to their business cycle or other factors. At the same time, it’s important to be able to quantify space utilization within individual buildings and even business units within those buildings, to help inform decisions based on where the organization may be looking to grow or contract across its portfolio.

With facts and figures collected, and a point of view about how to best align business “demand” with real estate “supply”—either within the existing corporate portfolio or beyond—it will be easier to engage the C-suite, and timely portfolio decisions can be made that have significant operating impacts. And, as discussed in previous papers in this thought series, those portfolio decisions are about more than just fitting more people into less space. They are about using the space more efficiently and effectively, and positively impacting employee satisfaction at the same time.
LEADING THROUGH PRACTICE: INSIDE CBRE’S WORKPLACE360 INITIATIVE

A 25 percent reduction in footprint. A 90 percent employee-satisfaction rate.

These impressive statistics are among the outcomes of CBRE’s watershed, multiple-award-winning Workplace360 initiative, a portfolio-wide program designed to create transformative workplaces that respond to the ways people work. The results declare the concept a success, and CBRE is drawing on our own “lab” as we support clients pursuing the next generation of workplace opportunities.

“In our own workplace initiative, we found that 94 percent of employees recognize Workplace360 as an investment CBRE is making in them and the tools and technology they need to be effective,” says Georgia Collins, who co-leads CBRE’s Workplace practice in the U.S. “This is proof that you can create work environments that optimize both efficiency and effectiveness.”

Workplace360 launched in 2011, for very practical reasons: 40 percent of CBRE’s leases around the world were set to expire within five years, presenting the opportunity to reimagine approaches to office space planning, design and implementation.

The upgrades were inspired by innovations achieved in CBRE’s Amsterdam office, especially in terms of collaboration and well-being. As a result, three goals were established to guide the initiative, says Collins: “First, we wanted to create a healthy workplace that would enable our people to work smarter and more efficiently, in a more personally customizable space. Second, we wanted to optimize the operational value

“We are walking the talk. These environments say, ‘We can help you through it because we are doing it ourselves.’”

—Chris Bone, Senior Director, Global Facilities, CBRE
of the space that we occupied. And third, we wanted to lead the industry into the future by encouraging our people to communicate and collaborate better across business and service lines.”

Regarding the first goal and employee efficiency, Lenny Beaudoin, co-lead of CBRE’s Workplace practice in the U.S., adds, “When organizations help their employees make good use of their time at work, they’re better able to do their work quickly and efficiently and, so, better manage their lives outside of work.” This ties into the thoughtful design and provision of services, as discussed in the second paper in this thought series.

But to achieve these three goals, many traditional beliefs had to be dismissed—such as imposing standards of square footage per person or the traditional reliance on paper. Rather, each Workplace360 environment is based on a free-address approach, with no assigned desks, offices or cubicles. And each is virtually paperless.

“By replacing assigned offices and workstations with up to 15 different types of workspaces based on carefully calculated employee-usage patterns, our new spaces are more attuned to the ways our employees work throughout the day. No longer do we program space to assume a person will sit at a workstation for a full work day; this has helped us achieve up to a 25 percent reduction in our footprint while offering greater functionality and flexibility,” says Collins. But that’s not all. “This lower per-employee footprint means lower energy use and carbon emissions.” The paperless offices also reduce filing requirements and reduce waste.

According to Chris Bone, senior director of CBRE’s Global Facilities practice, the transformation into Workplace360 environments begins fully two years before lease expiration, most of which are based on 10-year terms. “So we have an opportunity once every 10 years to go in and most effectively impact the workplace culture,” he says.

In that two-year span, “We start with senior leadership within the offices to understand how our people work, from transactions advisors and appraisers to asset services groups and shared services functions,” he explains. “Through personal interviews and utilization studies, we gain an understanding of what their day looks like, their functions, their technology needs and their storage requirements. We study how they use technology, how they use the conference rooms, how they use their own space.”

While that data is used to drive layout decisions, it is not done in a vacuum, and critical to all decisions is employee buy-in. “We want our employees to know we’re listening and we care,” says Bone, “and while every employee request may not ultimately be fulfilled, we hear them and will provide options and solutions that ultimately get us to a very successful place for CBRE as a whole and, in turn, for them.”

The two-year runway provides “enough soft-touch time with all of our constituents,” Bone explains. “We build committees within the project team for such issues as art and branding, and health and wellness, to engage those people in this evolutionary process. There is always less resistance to change when people are part of the movement and understand it. Engagement is a critical part of change leadership.”

Those committees go a long way toward employee comfort in the new space. “When we engage with the committees, we find that the majority of our people want to move towards the same work environment.
That alignment with the desired outcome allows us to focus on a common goal and remind ourselves that we can overcome the small differences in preferences. We are similar in so many ways. But it is that 10 percent where variations come into play. So let’s embrace that and turn it into an opportunity for transformation,” says Bone.

Bone admits that owing to human nature, some people are naturally slow to come along. That typically changes “on Day One in the new space, when our people walk in, power up their laptops and within three minutes they are up and functional. That is when the disbelief wears off and excitement builds.”

As important as Workplace360 is to the efficiency of CBRE’s operations, it is equally relevant to the firm’s corporate real estate advisory business: The reimagined offices of CBRE not only become tools of efficiency and support for the work being done, but they also become real-time examples of the transformative work the firm can perform for its clients.

And, given the powerful connection between the workplace portfolio and a firm’s brand and culture, these reimagined offices also help CBRE tell its own story, to employees and clients alike. “The built environment is an experience,” says CBRE’s global chief marketing officer, Paul Suchman.6 “It’s an investment in your people and their ability to deliver on the corporate message, the corporate promise. It’s about the human experience. And each time this is done successfully, there’s another fascinating and very human story to tell.”

“We are walking the talk,” says Bone. “These environments say, ‘We can help you through it because we are doing it ourselves.’”

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**GLOBAL RESULTS: WORKPLACE360 BY THE NUMBERS**

- 93% of employees would not want to return to traditional office environment
- 16% reduction in footprint per person in the Americas achieved
- 35% savings in water consumption per office
- $13 million saved in operational rent costs by occupying smaller footprints
- 30,000 sq. ft. savings in filing and storage space
- 27% reduction in electricity consumption per office
- 28% additional capacity created for future headcount growth by adopting free-address model
- 30 offices LEED certified; 11 more currently in progress
- 67% waste diversion, and 1,725 tons of diverted construction waste
It is relatively easy to connect less-than-optimal lease terms or an underutilized workplace as sources of needless costs. But there are other variables, maybe not so obvious, that factor in as well. The facilities supply-chain is one of them. For every built environment, a supply chain of hard and soft services, supplies and equipment is required to operate the site, keep occupants productive and safe, meet regulatory requirements, and provide amenities.

“We advise our clients to think beyond the individual workplace to the costs associated with the way space and services are delivered across a portfolio,” says Ellzey.

“It’s truly an end-to-end approach, where the commercial real estate organization and its partners work together to optimize every phase of the ‘plan, transact, build, manage’ real estate lifecycle in tight alignment with the needs of the business.”
“We advise our clients to think beyond the individual workplace to the costs associated with the way space and services are delivered across a portfolio. It’s truly an end-to-end approach.”

—Karen Ellzey, Executive Managing Director, Global Workplace Solutions, CBRE
Corporate real estate organizations are leaner than ever, and many are outsourcing delivery of an increasingly broad array of workplace-related services to global providers such as CBRE. This strategic move often realizes run-rate cost savings in the range of 10 to 20 percent.

One significant cost savings factor for outsourced facilities management models is the supply chain. Providers bring greater scale and purchasing power to the client, manage the vendor set professionally, and introduce options to self-perform work at enhanced cost and quality. Seventy-two percent of recently surveyed Fortune 500 corporate real estate executives reported the outsourcing of their facilities management function, indicating the trend towards this business model.7

“As adoption of the integrated facilities management model continues, our ability to leverage supply chain scale to create better outcomes for clients is growing also. We are moving beyond traditional sourcing strategies to new levels of engagement with suppliers that unlock innovation, quality improvements and next-generation savings strategies,” says CBRE’s Matt Werner, president of enterprise facilities management for Global Workplace Solutions. “This ability to focus our supply chain partners on quality and innovation is increasingly important due to the evolving expectations for the workplace, and ever-growing focus on areas like wellness, productivity and employee engagement,” continues Werner.
“We are moving beyond traditional sourcing strategies to new levels of engagement with suppliers that unlock innovation, quality improvements and next-generation savings strategies.”

—Matt Werner, President of Enterprise Facilities Management, Global Workplace Solutions, CBRE
“We maintain one of the most robust supply-chain solutions platforms in the industry, which works across a number of leading strategies such as category management, supplier quality and development, and service excellence,” says Phil Rowland, Asia Pacific chief executive officer for CBRE’s Global Workplace Solutions business. “In Asia Pacific,” he adds, “particularly in markets that may face varying, local-level regulatory requirements, such as China, it is critical to identify and partner with best-in-class strategic and local-quality services suppliers that provide the best fit and value to clients.”

It should be noted, too, that as clients are guided to rethink their supply chains, the global supply chain itself is in the midst of a major transformation. New and emerging technologies, such as geo-fencing, Internet of Things, building automation and warehouse automation, are driving new opportunities to manage and optimize the delivery of services to individual sites and assets within the portfolio—efficiencies that organizations are increasingly eager to tap into.

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—Phil Rowland, Asia Pacific Chief Executive Officer, Global Workplace Solutions, CBRE
Buildings are increasingly being optimized through technology. Automation systems are being used to control security, lighting, HVAC and a roster of applications that address a building’s sustainability—and are making an impact on costs and occupant health and well-being.

The Edge, the 430,000-square-foot Amsterdam headquarters of Deloitte, may be the smartest building in the world—thanks to computerization and the Internet of Things. The Internet of Things, in the simplest of definitions, refers to the linkage between everyday items and their ability to send
and store data. With security systems that recognize workers as they arrive to lighting systems that adjust automatically to a user’s needs, The Edge is a prime indicator of where the Internet of Things can take us.

The challenge, in large part, is the exponential rate of innovation we’re now seeing in both hardware and software, says Matthew Toner, managing director of the CBRE Institute. “The shelf life of cutting-edge technology has become increasingly shorter due to rising investment and focus on the real estate sector. With prices falling, capabilities increasing, and security a nagging question, the installation of thousands if not millions of components becomes ever more complex.”

But, “that’s something that falls squarely in CBRE’s domain: the ability to advise our clients on options and help them meet their goals in an experience-based, cost-effective manner.”

“Projects like The Edge are impressive,” says Guy Holden, EMEA president of CBRE’s Global Workplace Solutions business, who notes that while those “headline technologies may represent a small minority today, as they become more available, we will likely see significant growth in their applications in many more buildings over time.”

Consider Cisco’s Digital Ceiling, which, as recently reported by Blueprint, presented by CBRE, powers lighting not by electricity but by internet cabling, among other advances. “The moment you do that, each light has an IP address and you can put sensors in it to control anything,” Holden says. “It becomes a living building.”

The growth—or lack of growth—of sustainable building systems is determined in large part by “economic criteria and the policy framework put in place by the public sector that, in turn, shapes the economic criteria,” says Ronald Haddock, senior vice president of strategy in CBRE’s Global Workplace Solutions business. “It is not driven just by technology, or by a sense of social responsibility.”

“However, as embryonic as it is for most occupiers at this time in the technology’s evolution, it is clear that the Internet of Things movement is not solely about saving costs in building systems, but is also increasingly focused on occupant productivity and

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experience across the portfolio, as The Edge and other smart buildings clearly illustrate,” adds Holden.

Haddock can tell you all about that. Consider the Brookfield, Wis., offices of ESI, a leading environmental services and smart building solutions provider that CBRE acquired in 2015. “Security, lighting and HVAC are all tied together,” he explains—and based on an individual’s movements, “the building knows if it should be heating or cooling, lighting up or powering down.”

And that is just a starting point. “An integral part of HVAC is carbon dioxide control,” says Haddock. ESI has that covered as well. Studies have shown “a clear linkage between the amount of CO2 in a room and cognitive capability, so rising CO2 levels are the first thing the system addresses, for instance, in a crowded conference room, and then, of course, it adjusts the temperature.”

Ultimately, it is a process of machine learning, says Haddock, “which basically establishes a series of correlations among a whole list of variables that systematically instructs the system over time what temperature I would want, for instance, versus somebody else. And, it more heavily weights the people who were there most recently, which accommodates the fact of turnover.”

The data collected from such systems teaches us some fascinating facts about the human experience. For instance, the system “expands the temperature bands that humans consider to be comfortable,” says Haddock. “Interestingly, we are actually willing to tolerate more coolness in the winter and greater heat in the summer than most technicians think. The practical application for clients is that costs go down.”

Herein lies the convergence of the engineered sciences and the social sciences. “We know how to achieve a temperature of 72 degrees,” says Haddock. “But how do we know if that is too high or too low, or if certain humidity levels or lighting are too high or too low? The Internet of Things technologies help the engineering sciences by providing more real-time data to start seeing correlations,” he continues. “They engage the occupants to help co-create the environment they want.”

And that is a focus that speaks directly to the competition for talent. As Deloitte chief information officer Erik Ubels tells Bloomberg regarding The Edge, people are “coming to Deloitte because they want to work in this building.”
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—Ronald Haddock, Senior Vice President of Strategy, Global Workplace Solutions, CBRE
REAL ESTATE IS FAR MORE THAN SIMPLY A COST. ALIGNED PROPERLY WITH AN OCCUPIER’S OVERARCHING BUSINESS STRATEGY, REAL ESTATE IS A KEY CONTRIBUTOR TO AN ORGANIZATION’S BROADER STRATEGY AND OBJECTIVES. BUT FOR THIS TO HAPPEN, THE REAL ESTATE DEPARTMENT CANNOT PERFORM IN A VACUUM. REAL ESTATE MUST PULL UP A CHAIR IN THE BOARDROOM, ALONG WITH THE CHIEF FINANCIAL OFFICER AND OTHER KEY EXECUTIVES IN HUMAN RESOURCES, IT, LEGAL, MARKETING AND PROCUREMENT.

“THE WORKPLACE CAN BE USED TO GAIN BOTH OPERATING AND WORKFORCE EFFICIENCIES AND WILL CONTINUE TO BE AN INTEGRAL PART OF BOARDROOM DISCUSSIONS AS UNCERTAINTY IN THE GLOBAL ECONOMY CONTINUES,” SAYS WHELAN.

THIS WAS CONFIRMED BY CBRE’S LATEST GLOBAL OCCUPIER SURVEY.11 FORTY-SIX PERCENT OF THE RESPONDENTS INDICATED THE NEED TO IMPROVE “EXECUTIVE-LEVEL SPONSORSHIP AS A PREREQUISITE TO DELIVERING PRIORITY GOALS. IN ORDER TO BE MORE EFFECTIVE, RESPONDENTS ARE ASKING FOR COMMITMENTS FROM SENIOR LEADERSHIP TO MAKE INFORMED AND BOLD DECISIONS WITHIN THEIR PORTFOLIO TO SUPPORT NEW EMPLOYEE-CENTRIC ENTERPRISE GOALS AND ENABLE PRODUCTIVITY.”

“THERE IS A STRONG CORRELATION BETWEEN A CLIENT’S WORK ENVIRONMENT AND THE C-SUITE’S VIEW OF WORKPLACE RELATIVE TO ITS CONTRIBUTION TO ACHIEVING PRIMARY BUSINESS GOALS AND OBJECTIVES,” SAYS JIM WILSON, AMERICAS CHIEF EXECUTIVE OFFICER FOR CBRE’S GLOBAL WORKPLACE SOLUTIONS BUSINESS.

“CREATING HIGHLY PRODUCTIVE AND TRANSFORMATIONAL ENVIRONMENTS ACROSS A PORTFOLIO INVOLVES A SIGNIFICANT AMOUNT OF CAPITAL AS WELL AS CHANGE MANAGEMENT WHICH, BY DEFINITION, REQUIRES A FULLY ENGAGED AND SUPPORTIVE C-SUITE.”

DELIBERATING RESULTS TO THE C-SUITE
Happily, this sponsorship is catching on, and additional CBRE research\textsuperscript{12} bears out that in the past five years, corporate real estate and facilities functions have moved closer to the C-suite.

Arpan Barua, director of Occupier Advisory & Transaction Services for CBRE, further observes: “The impact of real estate is definitely higher today than before, and a lot of commercial real estate teams are being required to respond to business needs with neutral cost impact,” he says. “An increasing number of organizations require a more strategic approach for their owned assets, which requires collaboration with their real estate teams to reduce or avoid costs.”

Whelan sees this top-level collaboration as a necessity. The corporate real estate executive needs to have an influential voice within the C-suite and among other service-line leaders; that is when the most successful outcomes occur. “Real estate is poised to take a natural leadership role because the physical real estate is so often the catalyst for change,” adds Whelan.

“Creating highly productive and transformational environments across a portfolio involves a significant amount of capital as well as change management which, by definition, requires a fully engaged and supportive C-suite.”

—Jim Wilson, Americas Chief Executive Officer, Global Workplace Solutions, CBRE
Bill Concannon, chief executive officer of Global Workplace Solutions at CBRE, reinforces this point. “We’ve seen such ‘catalyst moments’ for more than two decades now, as occupiers’ real estate initiatives increasingly lead change at the corporate level. Ultimately, the role of the physical asset is changing and growing. Today it encompasses not only property, but such broader questions as internal work flow and alternative workplace strategies.”

“At the same time,” he adds, “the C-suite will use the physical real estate to help drive cultural transformation at the organization. So this issue has impact beyond the individual property and portfolio and includes the individual employees that occupy the space.”

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It is important to remember, too, that the C-suite responds to, and is driven by, the facts and figures of business. So to truly engage with leadership, data analytics should be a key piece of a real estate operating model. And partnering with service providers who can collect that data and strategically present it to the C-suite is critical.

“If you can bring to the C-suite real-time utilization of space, through systems and services, smarter decisions will be made on where the occupier deploys space for occupancy solutions,” says Perri. “The real estate professional has to see the entire corporate strategy as a piece of the bigger whole, and speak as much to the overarching business needs as to real estate needs,” he adds.

“Corporate real estate organizations need to make a fundamental decision,” adds Elzey. “They need to determine whether they are going to be ‘order takers’ or ‘order shapers’ relative to their internal business customers. More and more, they are opting for the latter, positioning themselves as strategic partners and advisors, which is completely appropriate when you think about the value they can deliver.”

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—Chris Perri, Senior Managing Director, Global Workplace Solutions, CBRE
Achieving an optimized real estate portfolio—one that highlights the synergies of people, place, and performance—is one goal. The real estate professional is key to ensuring the ongoing strength of those synergies. She or he often represents an ideal choice to perform this function, given a rich understanding of the business strategy, experience with the people being served, and knowledge of the systems in place to support their work.

Most important, says Toner, you have to remember that “the optimized workplace is no longer just a product. It has become an ever-evolving service, run on data-based insights, user-based inputs and requiring vigilant attention and response to occupants’ evolving needs.”

The ultimate goal, as Perri concludes, “is a cultural shift that is driving behavior differently.”
“The optimized workplace is no longer just a product. It has become an ever-evolving service, run on data-based insights, user-based inputs and requiring vigilant attention and response to occupants’ evolving needs.”

—Matthew Toner, Managing Director, CBRE Institute
ABOUT OUR THOUGHT SERIES

At CBRE, we believe that the key to better business performance is better real estate performance. Real estate and people are the two highest costs any occupier faces. But cost is only half the story. Our most strategic clients recognize that when properly approached, these two critical pieces of the corporate structure can also have a transformative impact on the overall performance of their organization.

This thought series brings to life CBRE’s decades-long record of workplace-transformation experience to demonstrate how organizations of all types and sizes can realize those goals. We bring market-leading qualifications and capabilities, including analytical expertise that spans markets, industries and asset types; a relentless focus on superior execution; and, a high-touch, client-centric approach.

Most of all, these papers tap into the thinking of some of the sharpest minds practicing in the industry today—professionals with the ability to drive world-class productivity and operational excellence for every client they serve.

We encourage you to connect with us to discover how we can help unlock the value of your real estate portfolio.

A CBRE THOUGHT SERIES
This thought series on Workplace Performance gives consideration to optimizing an organization’s strategic goals through the proper application of its real estate portfolio. Each paper provides perspectives and insights on how to achieve this objective through labor market selection, space design and workplace experience, and portfolio optimization and workplace program development.

Part One:
ALIGNING THE WORKFORCE AND THE WORKPLACE
Real estate can be a significant competitive differentiator for occupiers in the race for talent. In this first paper, we outline the steps organizations need to take to identify the optimal locations for their operations and find, attract and retain the right talent to enhance their competitiveness and improve their bottom line.

Part Two:
DESIGNING THE WORKPLACE EXPERIENCE
The way we work continues to evolve, driving companies of all types to rethink their approach to space and the workplace experience. In this second paper, we consider the trends shaping the physical workplace and best practices in workplace design.

Part Three:
BUILDING COMPETITIVE ADVANTAGE
Real estate is a critical, tangible expression of the strategic decisions a company makes. In this final paper in our thought series, we focus on the total real estate management approach that organizations take within the broader business context to create competitive advantage for occupiers.
ENDNOTES


4. This includes actual reduction, as well as space avoidance, i.e., what would have been taken based on the former space standard.

5. Since its 2011 launch, Workplace360 has been the recipient of a number of accolades, including the CoreNet Global Innovators Award, International Interior Design Association’s Caliber Award, and McGraw-Hill Financial’s Global Real Estate Adviser of the Year. It was also a major factor in Forbes’ selection of CBRE as among the Best Companies to Work For.


PHOTOGRAPHS

1. Page 4: CBRE Workplace360 office: Orlando, Florida Photo credit: Jasper Sanidad

2. Page 5: CBRE Workplace360 office: Kansas City, Missouri Photo credit: Michael Robinson

3. Page 6: CBRE Workplace360 office: Amsterdam, the Netherlands Photo credit: Aveq


5. Page 8: CBRE Workplace360 office: Los Angeles, California


7. Page 13: CBRE Workplace360 office: Tokyo, Japan


9. Page 15: CBRE Workplace360 office: Tokyo, Japan


PHOTOGRAPHS (continued)

   Photo credit: Jasper Sanidad

13. Page 20: CBRE Workplace360 office: Hong Kong

   Photo credit: Bob Buyle

15. Page 23: CBRE Workplace360 office: Tokyo, Japan

16. Page 24: CBRE Workplace360 office: Amsterdam, the Netherlands
   Photo credit: Aveq

   Photo credit: Bob Buyle

18. Page 27: CBRE Workplace360 office: Amsterdam, the Netherlands
   Photo credit: Aveq

19. Page 31: CBRE Workplace360 office: Amsterdam, the Netherlands
   Photo credit: Aveq
CBRE’s experience in counseling global occupiers on the redefinition and optimization of their business and real estate portfolio strategies positions us uniquely to develop a holistic approach to managing and optimizing an occupier’s real estate portfolio—and so, the workplace and its outcomes.

CONTACTS

To learn more about how to drive better business performance through better workplace performance, connect with CBRE.

Karen Ellzey
Executive Managing Director
Management Consulting
Global Workplace Solutions
karen.ellzey@cbre.com

Rob Marsh
Executive Vice President
Labor Analytics
rob.marsh@cbre.com

Lenny Beaudoin
U.S. Practice Co-lead
Workplace
lenny.beaudoin@cbre.com

Julie Whelan
Americas Head of Occupier Research
CBRE Research
julie.whelan@cbre.com

Georgia Collins
U.S. Practice Co-lead
Workplace
georgia.collins@cbre.com
About CBRE Group, Inc.
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