Leveraging workplace experiences in a hybrid world
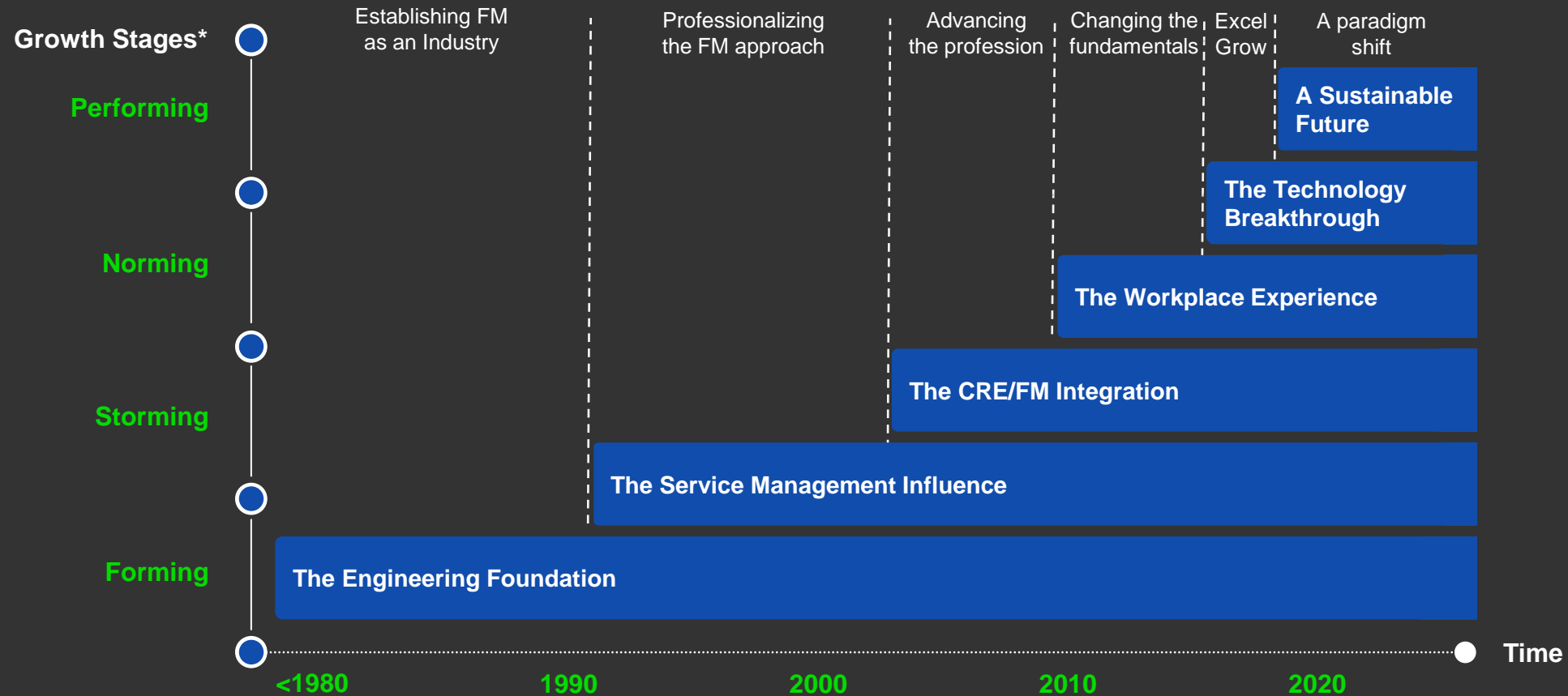
Peter Ankerstjerne
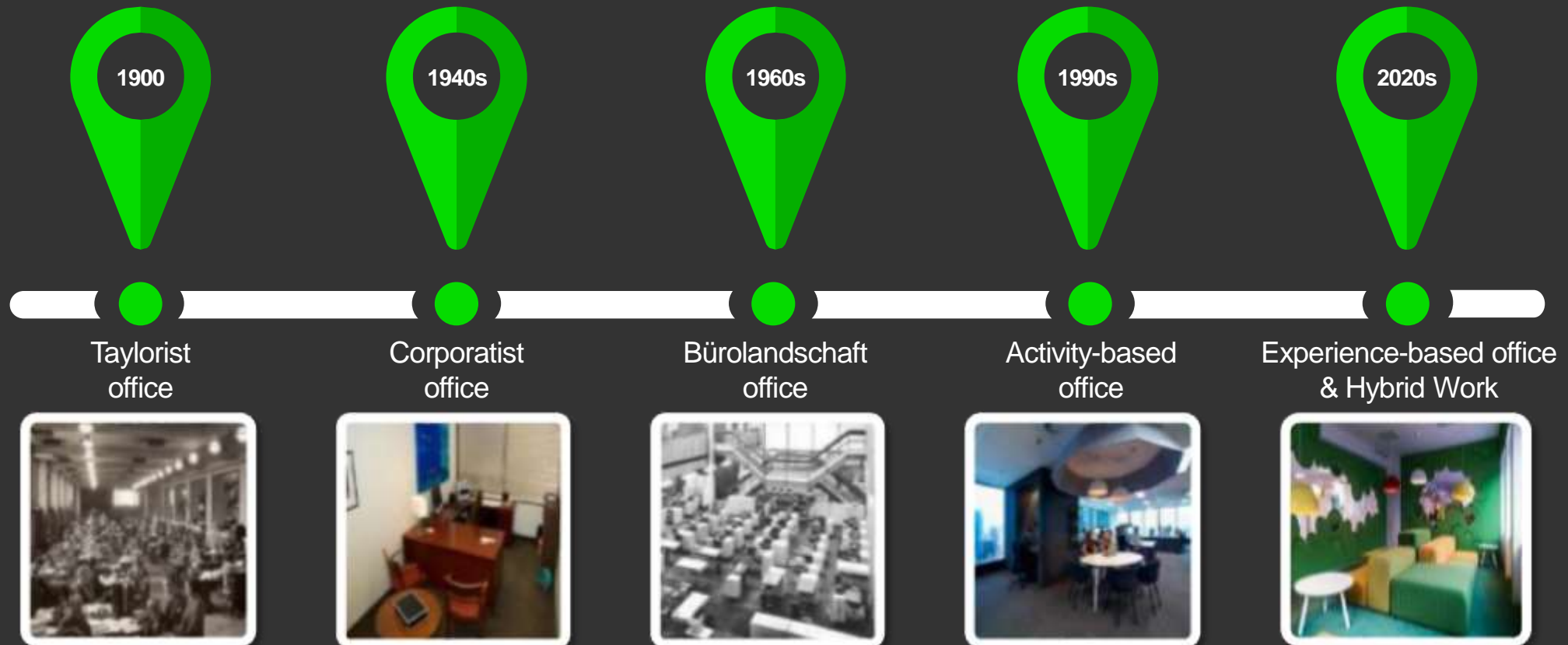Chief Strategy Officer, Planon
Immediate Past Chair, IFMA

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Understanding the BIG shifts that drive FM development

Growth Stages*

| | Establishing FM as an Industry | Professionalizing the FM approach | Advancing the profession | Changing the fundamentals | Excel Grow | A paradigm shift |

Performing — A Sustainable Future

The Technology Breakthrough

Norming — The Workplace Experience

The CRE/FM Integration

Storming — The Service Management Influence

Forming — The Engineering Foundation

Time

<1980   1990   2000   2010   2020

*Tuckmann stages of growth

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The workplace evolution over the past 100+ years!

1900

1940s

1960s

1990s

2020s

Taylorist
office

Corporatist
office

Bürolandschaft
office

Activity-based
office

Experience-based office
& Hybrid Work

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The workplace is evolving with hybrid work

The Physical Workplace

The Office

Co-Working (Flex)

Public Places

Working from Home

Situationally determined

The Digital Workplace

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Building Connections with Smart Technology

Hybrid work is the ~~new~~ normal

Hybrid work is a blend of in-office, remote, and on-the-go workers. It offers employees the autonomy to choose to work wherever and however they are most productive.

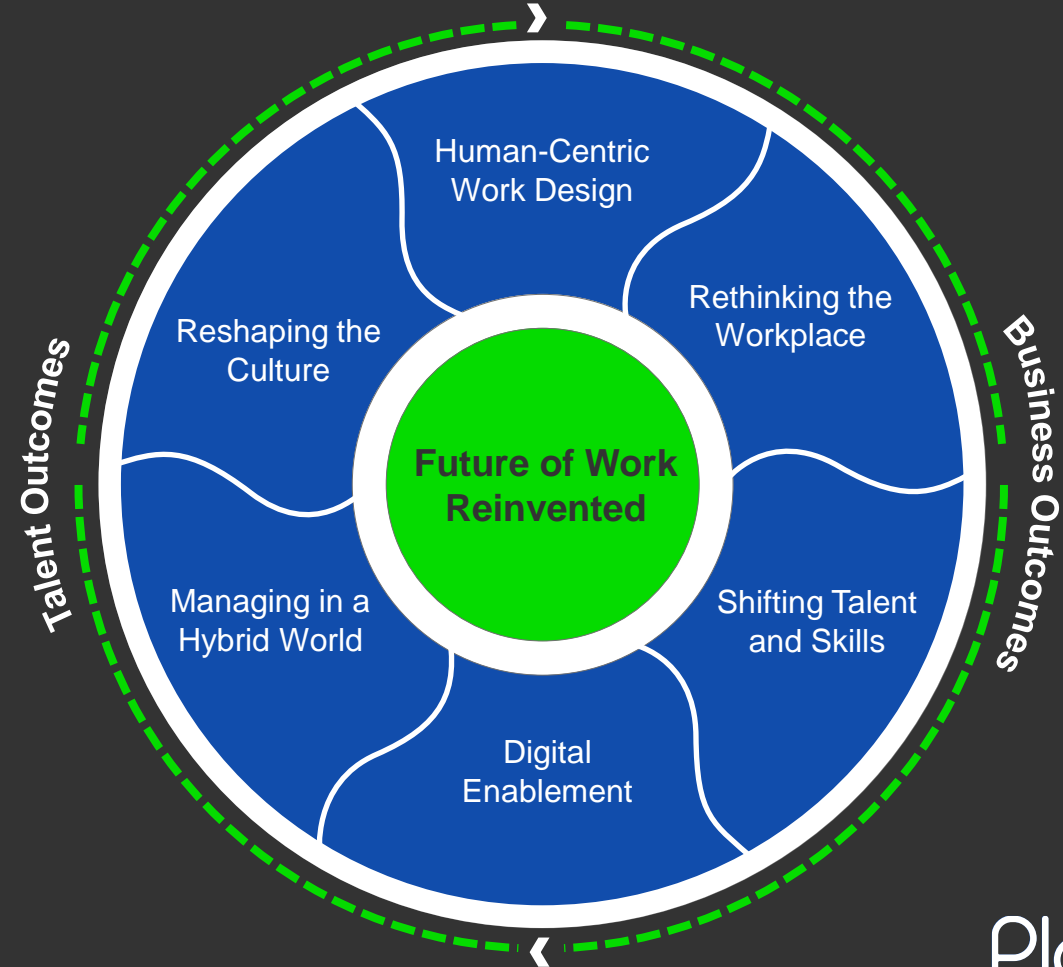|			
COVID forced employers to rethink the relationship between the work, workplace, and workforce.	We were never at 100% utilization! Pre-Covid average was approx. **50% utilization** Post-Covid average is currently **30%+ utilization**	It has prompted a significant rethink of the **purpose of the workplace**	The workplace is no longer the place where you go to work every day… but more where you go for collaboration, socialization, learning, and **company culture.**

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Workplace experience in hybrid working
- *a key factor in the invention of the Future of Work*

- **Workplace experience** refers to the experiences, people, and spaces that employees encounter in the workplace, both in and out of the office.

- These components can be enhanced by technology to support employees' best work regardless of location, including examples such as building access control, coworker interactions, office culture and climate, in-office and remote workspaces, etc.

Talent Outcomes

Business Outcomes

Human-Centric Work Design

Rethinking the Workplace

Reshaping the Culture

Future of Work Reinvented

Managing in a Hybrid World

Shifting Talent and Skills

Digital Enablement

Source: Gartner (756871_C)

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The notion of work is changing

Remote work has largely proven successful

A majority of executives have seen notable improvements in individual productivity, and diversity and inclusion, according to McKinsey.

Businesses see an opportunity to reduce travel and real estate costs

74% of CEOs from large organizations expect to reduce their office space, according to Fortune.

Hybrid work is permanent

Employees are demanding greater flexibility

57% would consider leaving their company if they had to return to the office full-time.

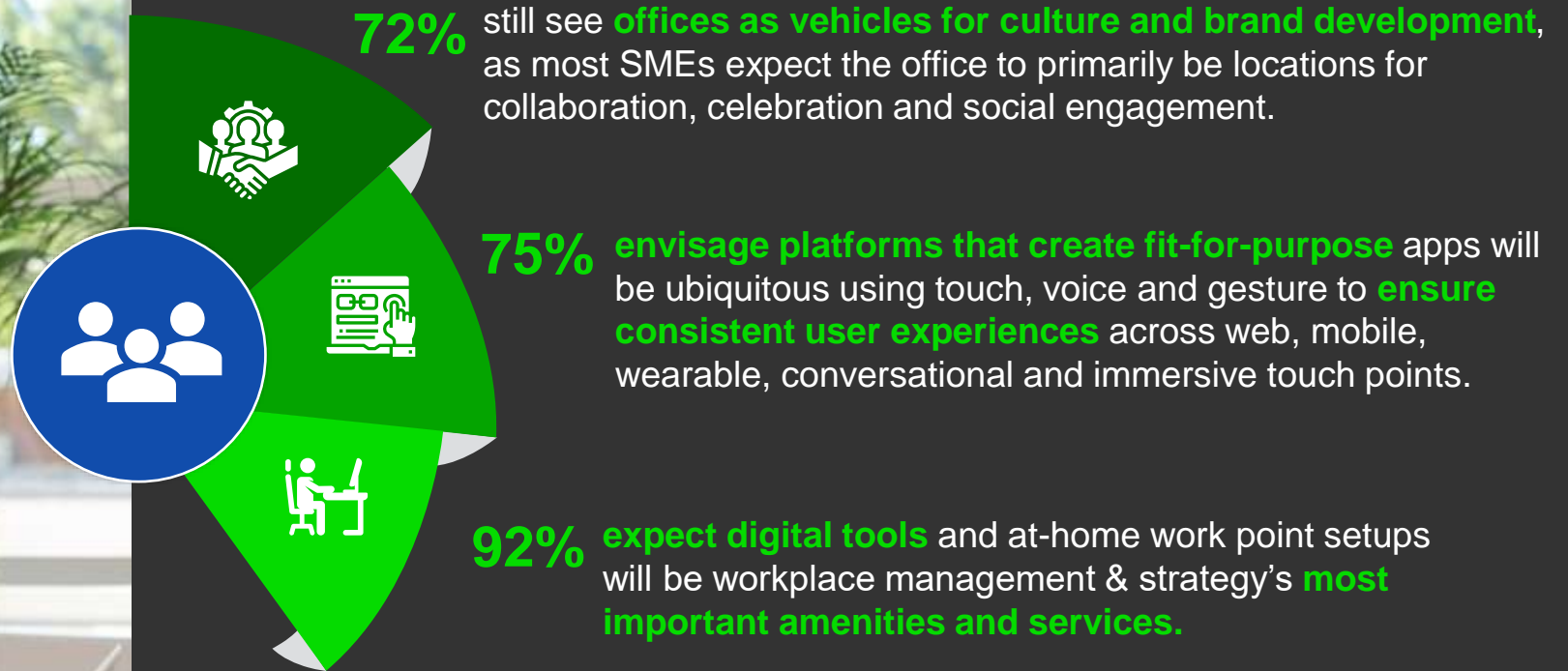**Sustainability is top of mind**

Reduced commutes and business travel from hybrid work coupled with a reduction in office space heating and electricity will help promote ESG goals.

BUT organizations are still struggling to find the right balance between the physical and virtual world – and linking this to the smart workplace
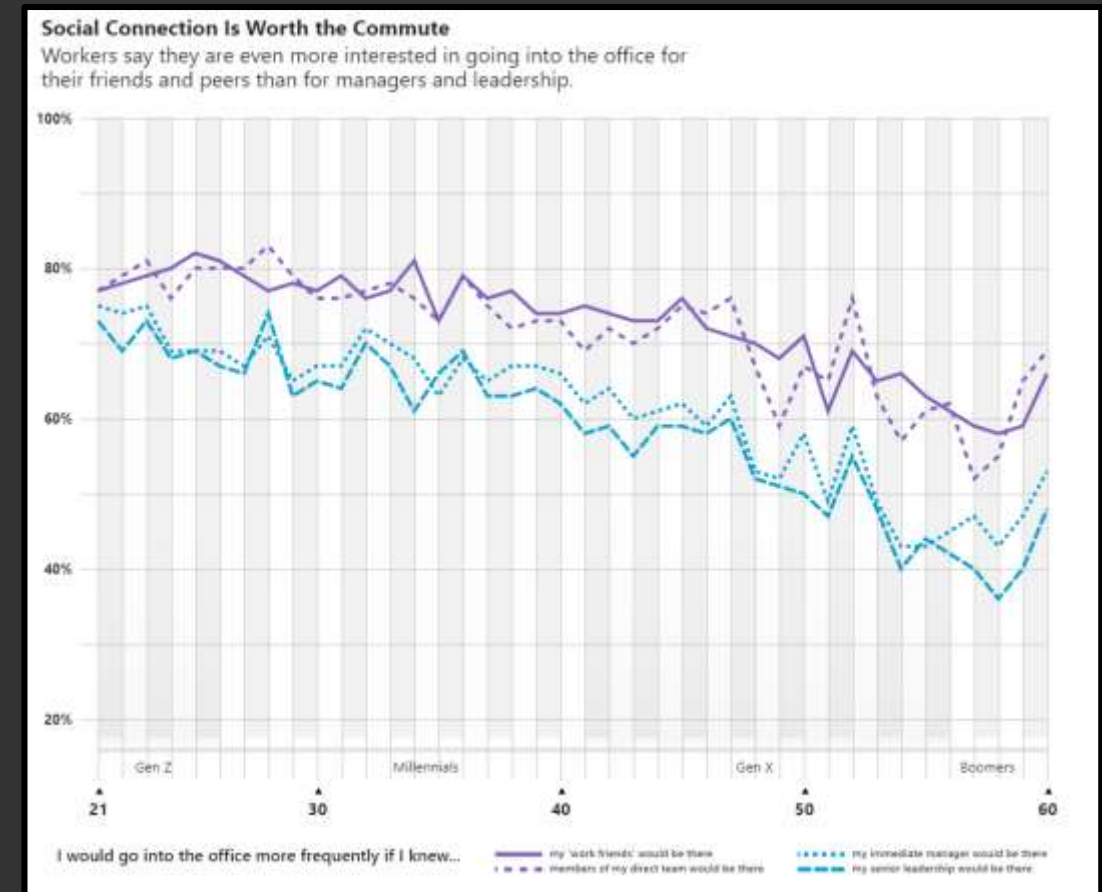
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Employer responses to the hybrid work model

The IFMA Experts' Assessment Vol. 2 key findings (Jan '23):

72% still see **offices as vehicles for culture and brand development**, as most SMEs expect the office to primarily be locations for collaboration, celebration and social engagement.

75% **envisage platforms that create fit-for-purpose** apps will be ubiquitous using touch, voice and gesture to **ensure consistent user experiences** across web, mobile, wearable, conversational and immersive touch points.

92% **expect digital tools** and at-home work point setups will be workplace management & strategy's **most important amenities and services.**

Source: IFMA Experts Assessment Vol. 2 – Future of the workplace towards 2030, Jan '23

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Embrace the fact that people come in for each other

- 73% of employees say they **need a better reason** to go into the office than just company expectations

- Employees also report that they would go to the office more frequently if **they knew their direct team members would be there** (73%) or if their work friends were there (74%)

- 84% of employees would be motivated by the **promise of socializing with co-workers**, while 85% would be motivated by **rebuilding team bonds**

- 82% of global business decision makers say **getting employees back** to the office in-person is a concern

Social Connection Is Worth the Commute
Workers say they are even more interested in going into the office for their friends and peers than for managers and leadership.

Source: Microsoft Work Trend Index Sept. '22

Challenges with Hybrid – Workplace & Facility Management

Space Efficiency & Dynamic Planning

Space managers don't know how many people from different teams are going to come to the office;

- How to efficiently plan the space that gives optimum use of space?
- How do you create workplace options that increases collaboration, engagement and flexibility?

Efficient Workplace Services

Efficient FM resource planning based on usage e.g. Maintenance, Energy, F&B, Cleaning Services etc. also need to be based on utilization;

- How to you establish the right data structure and use AI to predict how much food should be served, dietary needs, food waste etc.?

Workplace Design

Companies investing in making the workplace more experience rich and at the same time ensuring the comfort of WFH.

- What is the primary purpose of your Workplace?
- What are your criteria towards location, personal choice, work type, management etc.?

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Using digital to enhance workplace experience and productivity

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Benefits of digitization in hybrid work

More effective use of space

- Reconfigure and right-size space based on actual usage and demand
- Better use of space (flexibility) and amenities

Provide a sustainable, safe, and healthy workplace

- Optimize comfort and wellbeing of building occupants
- Eliminate overcrowding or underutilization
- Sustain appropriate indoor air quality
- Reduce carbon emissions

Reduce operational costs

- Make better decisions faster, based on real-time information
- Automate adjustments and improve utility operations e.g., lighting, HVAC
- Optimize energy consumption related to occupancy levels
- Manage services based on actual space used

Optimize Workplace Experience (and engagement) via data

- Accommodate hybrid work and understand behavioral changes
- Improve workplace experience and planning

Adapting to a mobile-first mindset

- We live, work, and play on our **mobile apps!**

- We rely on instant, **real-time information** in the palm of our hands (i.e., social media, stock market, weather, traffic/GPS, hotel mobile keys, airline check-in…)

- We need to put valuable data in the hands of the end users, so they can make **smarter decisions**

- Location-based services!

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Location-based services

- ➢ Occupancy detection / Utilization statistics
- ➢ Find my colleague / team
- ➢ Workplace automation
- ➢ Space management
- ➢ Blue dot wayfinding
- ➢ Workplace insights
- ➢ Resource booking
- ➢ Access control / mobile keys
- ➢ Safety and security
- ➢ Building operations
- ➢ Temperature and lighting controls
- ➢ Predictive analytics
- ➢ Maintenance requests, and much more… !

LOCATION BASED SERVICES
DEFINITIONS

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Mobile workplace engagement

Providing a seamless work experience for all employees, regardless of where and when they work.

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Engagement: Sharing building data with occupants

- Link live occupancy data to reservation system

- Book rooms/amenities via mobile, or touch-enabled kiosk screens

- Display environmental conditions

- Automatically cancel no-show bookings and make it dynamic

- Assist to easily find the best workspace (for you!)

- Make it an enhanced experience for employees and visitors by multiple ways of engaging (kiosks, room-panels, mobile etc.)

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Thinking hybrid work and digital into the office design

- **Experience data** — measuring and understanding how employees feel about a range of topics — is essential to building a productive and attractive workplace in this new era.

- By pairing privacy-protected operational data, such as time spent in different space types with experience data, employers can better understand the full scope of the employee experience to make informed decisions about **how to improve the overall workplace experience and design**. This approach applies to digital experiences, too.

- **Unlock data-driven decision making** by increasing the accessibility to critical workplace, operational, and performance insights, data, and reporting.
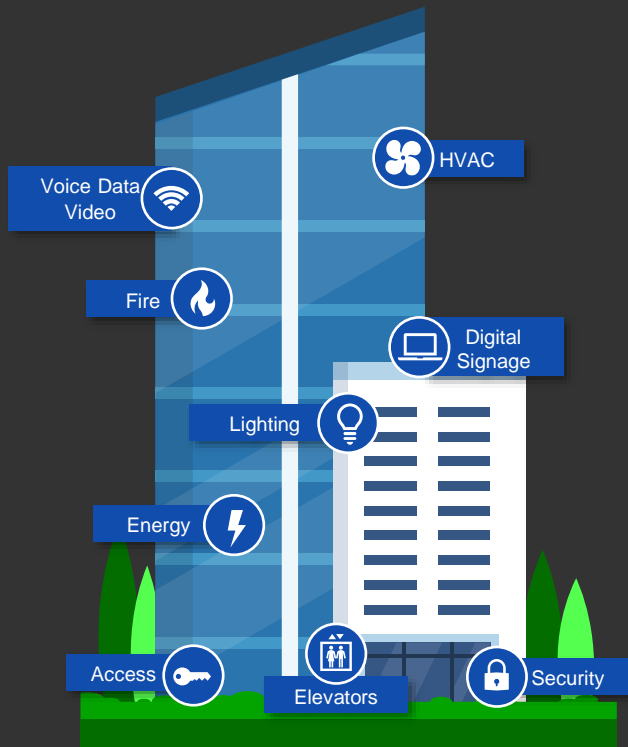
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From digital to smart!

Smart building approach

OLD - Independent, disparate systems and controls; no data sharing

NEW - Central building network, Integrated systems, shared data, optimized performance

Voice Data Video

HVAC

Fire

Digital Signage

Lighting

Energy

Access

Elevators

Security

TODAY...

A single IP-based building network provides the platform to integrate building systems and sub-systems, centralize operations, aggregate and analyze real-time data, and add web-based access and control.

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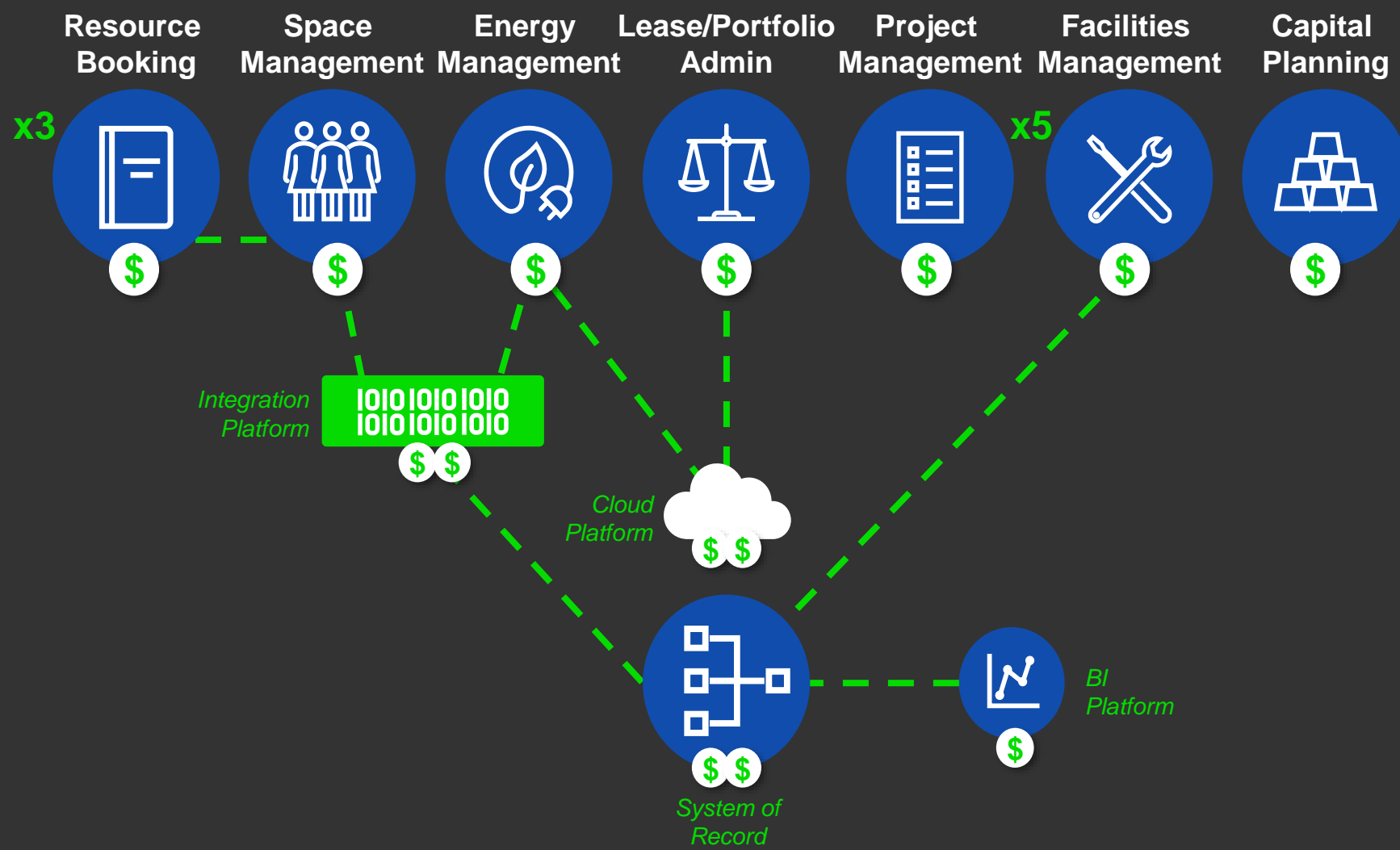
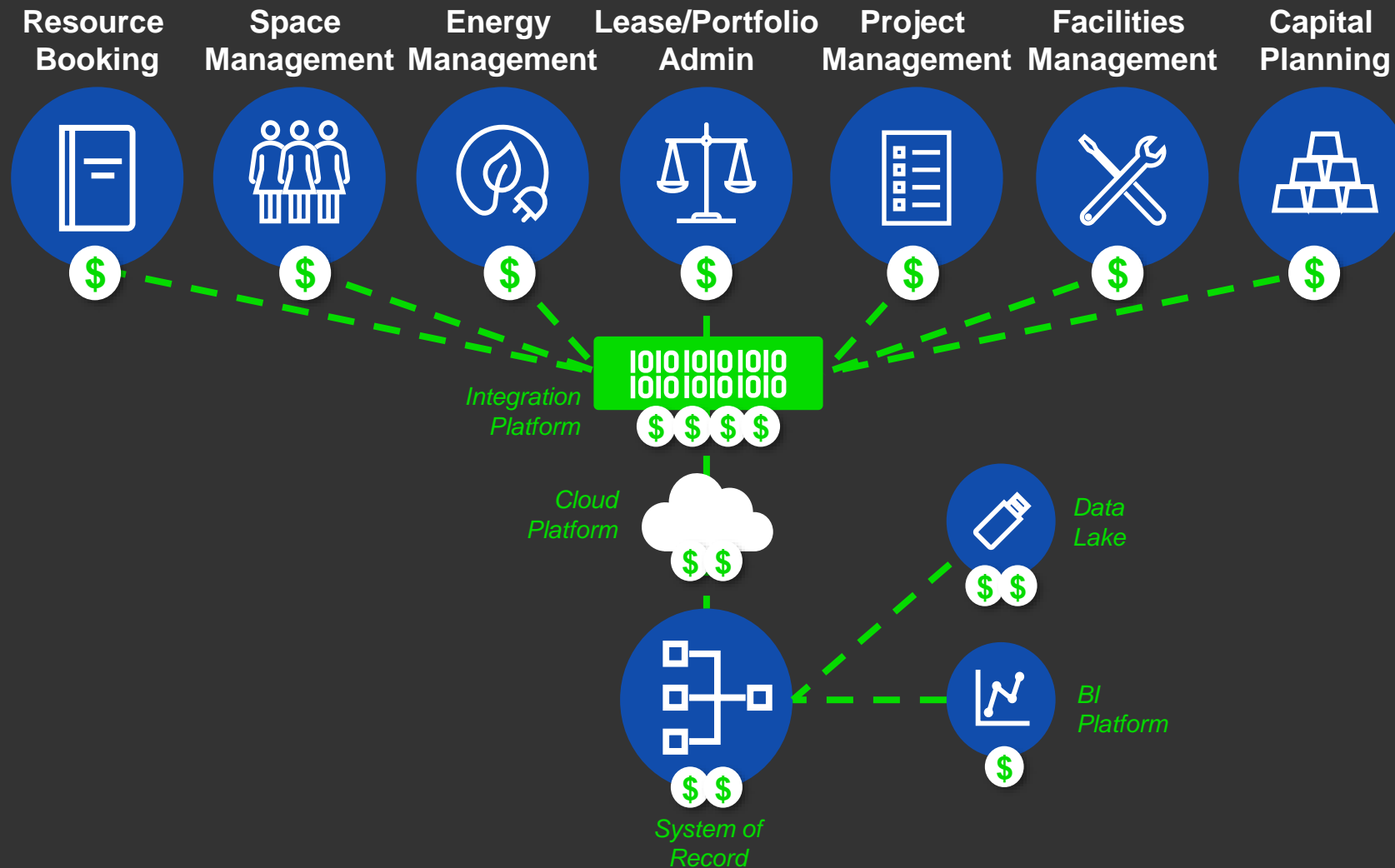# Integrated Workplace Solutions

Resource Booking

Space Management

Energy Management

Lease/Portfolio Admin

Project Management

Facilities Management

Capital Planning

Integration Platform

Cloud Platform

Data Lake

BI Platform

System of Record

Confidential Property of Planon

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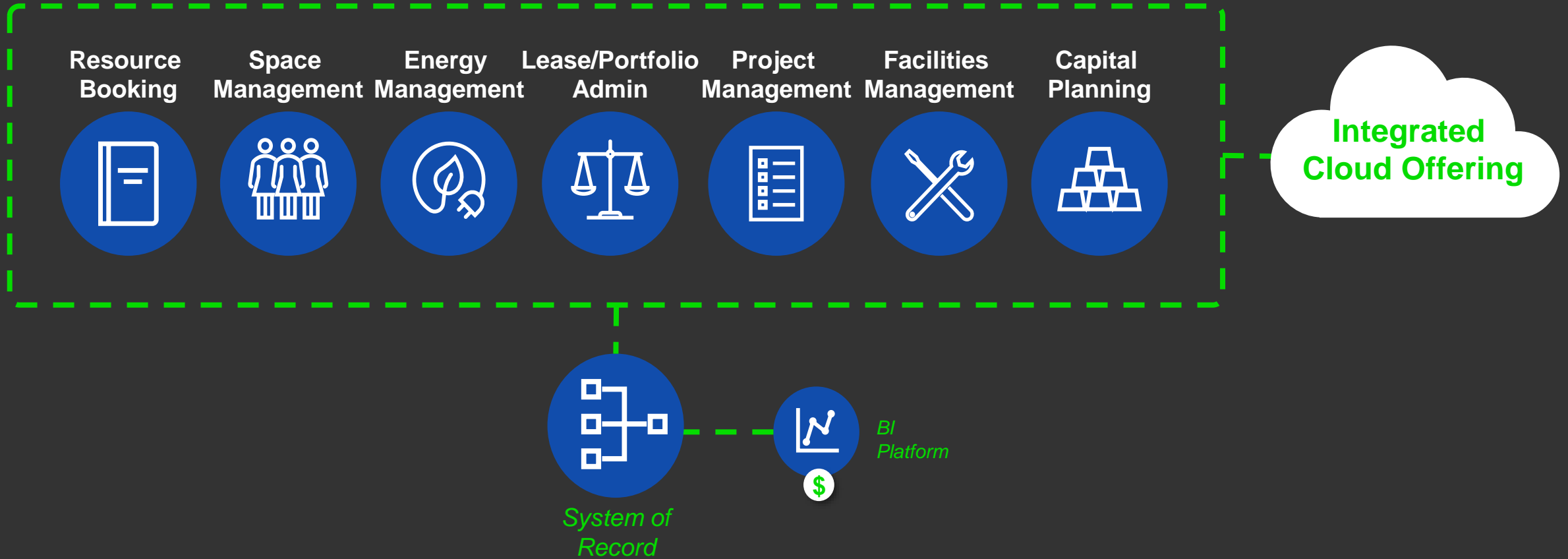
Making hybrid work, work!

Building **Collaborative Ecosystems** in the workplace where FM can be the facilitator

Bridging the gaps between supporting **functions through FM**

Work

HR

Workforce

CRE & IT

FM

Workplace

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This is a paradigm shift for most

- Hybrid work offers employees the **autonomy to choose** to work wherever and however they are most productive.

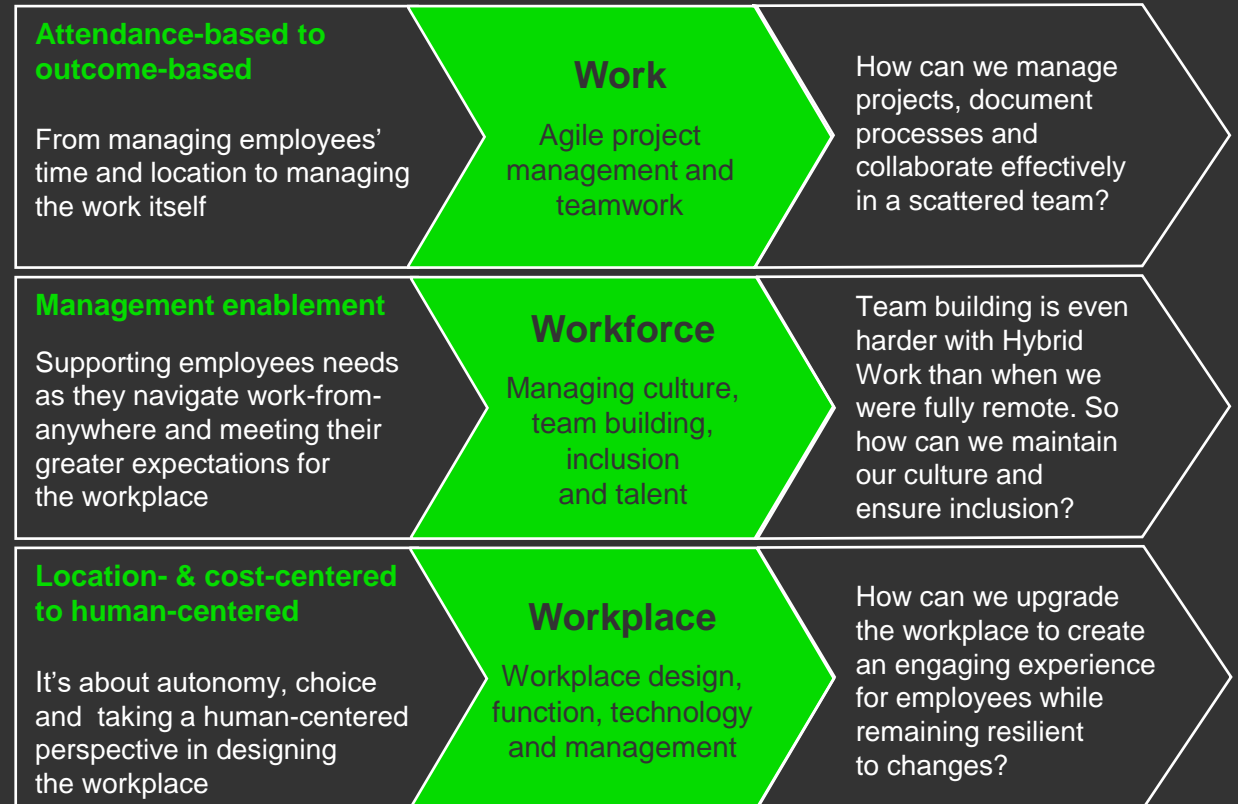- It is changing the relationship between the **work, workplace and workforce**.

- It has prompted a significant rethink of the **purpose of the workplace** and of workplace operations to support hybrid working, where technology is the enabler.

- Workplace in hybrid model is **no more the place where you go to work**! Its new purpose is becoming much more centered around socializing, collaborating, creating deep relationships and promoting company culture.

Changing priorities

New challenges

Attendance-based to outcome-based
From managing employees' time and location to managing the work itself

Work
Agile project management and teamwork

How can we manage projects, document processes and collaborate effectively in a scattered team?

Management enablement
Supporting employees needs as they navigate work-from-anywhere and meeting their greater expectations for the workplace

Workforce
Managing culture, team building, inclusion and talent

Team building is even harder with Hybrid Work than when we were fully remote. So how can we maintain our culture and ensure inclusion?

Location- & cost-centered to human-centered
It's about autonomy, choice and taking a human-centered perspective in designing the workplace

Workplace
Workplace design, function, technology and management

How can we upgrade the workplace to create an engaging experience for employees while remaining resilient to changes?

*Source; JLL report on Hybrid Work

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Optimizing experiences between remote & in-office work

While nearly **75% of workers agreed that** the office remains fundamental, not everyone can, will or should return*.

A **frictionless tech enabled workplace** experience will:

- Ensure **continuity and fluidity** between in-office work and remote work

- Level the playing field to support in-office workers to collaborate easily with their remote counterparts

- Offer **mobile-first tools** that simplify access to space, support functions, relevant information, and colleagues.

*Source; JLL report on Hybrid Work

Thank you for your attention!

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