



Mid-Atlantic Education: *How Benchmarking Affects Workplace Solutions & Strategies*

CoreNet Global
Mid-Atlantic Chapter
April 4, 2013
8:00 AM – 10:00 AM

AGENDA

- **Fran Neville**, Senior Real Estate Manager,
General Dynamics Information Technology
- **Arnold Levin**, Managing Director of Strategies,
IA Interior Architects
- **David Guin**, Global Workplace Strategic Planning
and Analysis, *Computer Sciences Corporation*

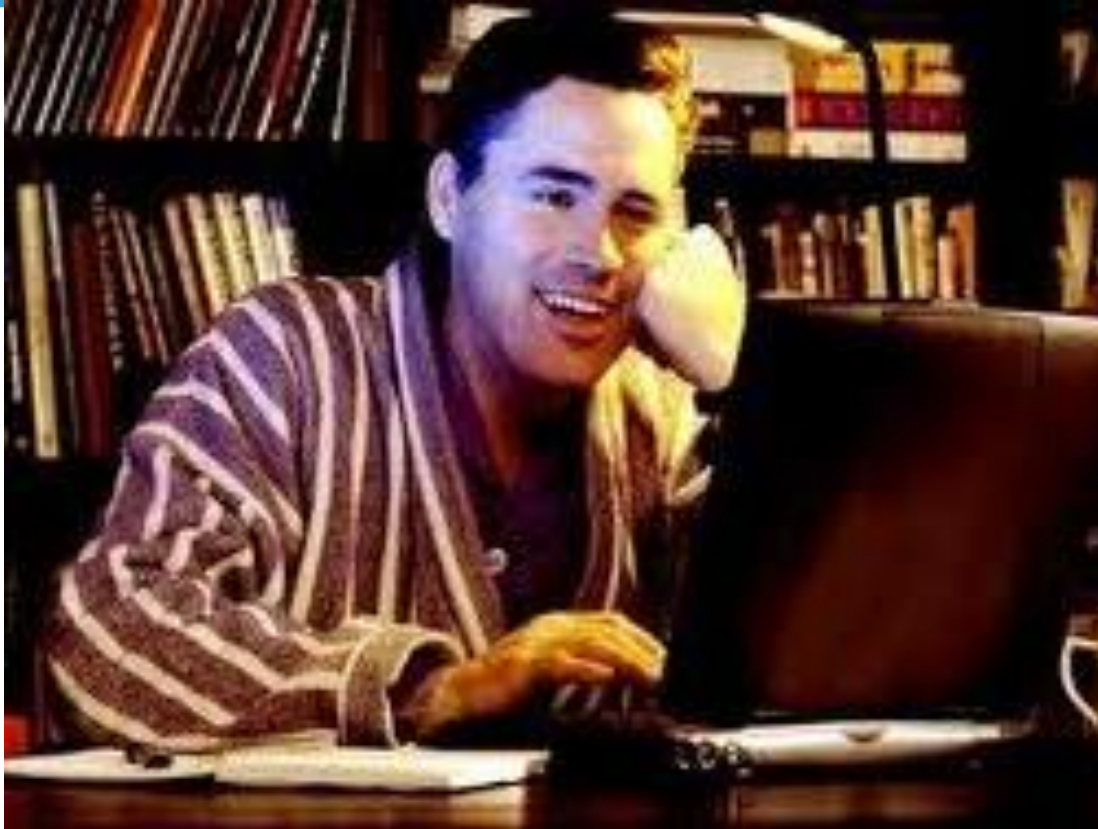
Fran Neville

Senior Real Estate Manager,

General Dynamics Information Technology

What is Benchmarking?

- ...comparing a company's processes and metrics to those of the industry or another company. i.e. using 175 square feet per head as a measurement tool for corporate space needs.



What have we created? Is it working? Did we really save \$\$?



From Private Offices to Collaboration...

- Is open space working?
- But, they say they need more quiet space.
- How do we measure success ?
- Is it simple or more complex?
- Don't space needs vary based on type of work?
- Where do we go from here?

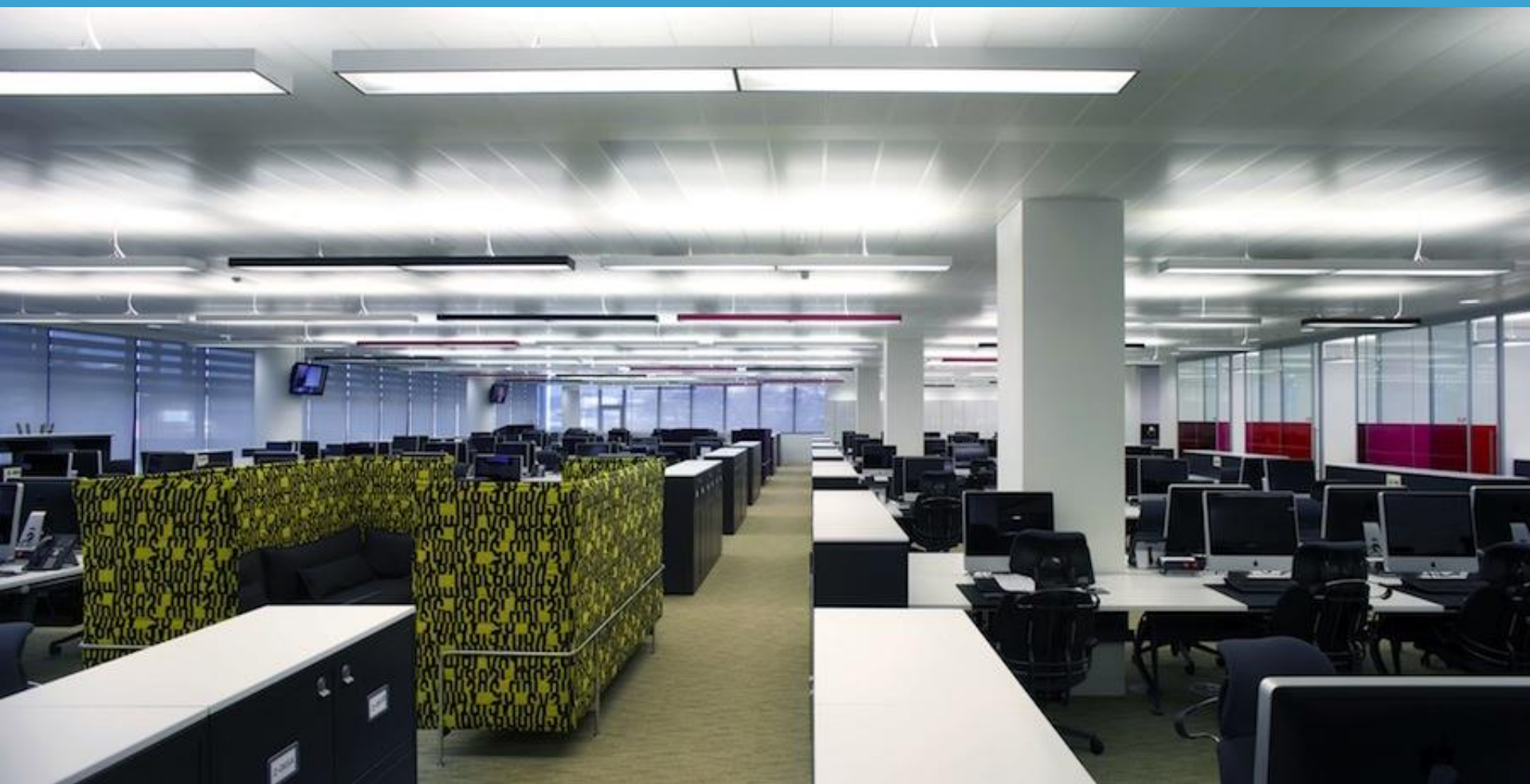


Arnold Levin

Managing Director of Strategies,
IA Interior Architects



**Benchmarking:
The death of innovative
workplace solutions
Or
A constructive tool for
developing workplace design
solutions**



WHO WE ARE



IA Established in 1984 in San Francisco

Exclusively Workplace

14 IA Offices | Over 60 Alliance Partner Locations Globally

Workplace design solutions that enable business performance

LOCAL SOLUTIONS. GLOBAL EXPERTISE.



A measurement of the quality of an organization's policies, products, programs, strategies, etc., and their comparison with standard measurements, or similar measurements of its peers.

The objectives of benchmarking are (1) to determine what and where improvements are called for, (2) to analyze how other organizations achieve their high performance levels, and (3) to use this information to improve performance.

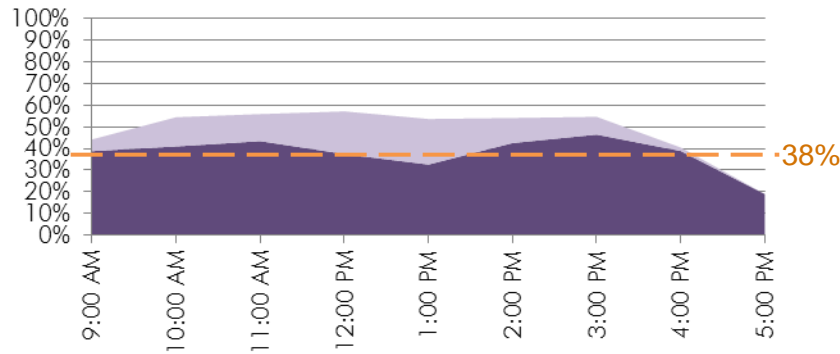
Read more:

<http://www.businessdictionary.com/definition/benchmarking.html#ixzz2P9rz8cKz>

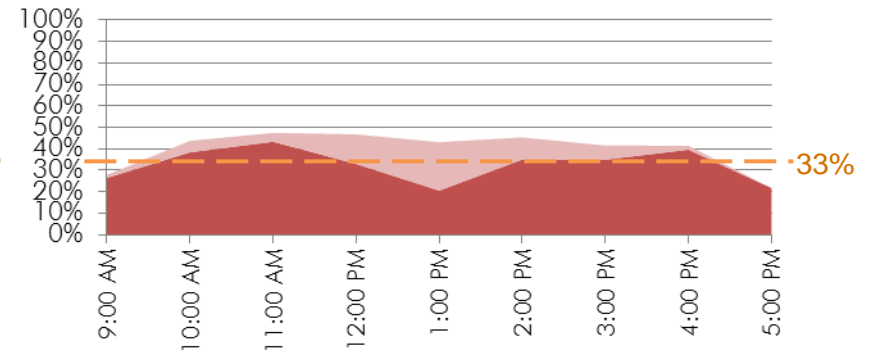


TECHNOLOGY - MOBILITY

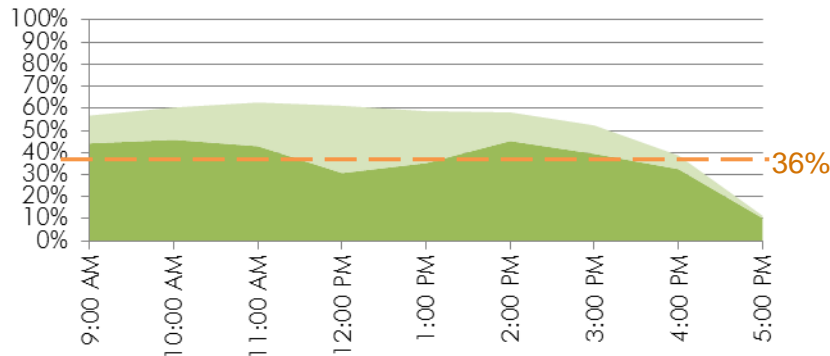
Washington DC



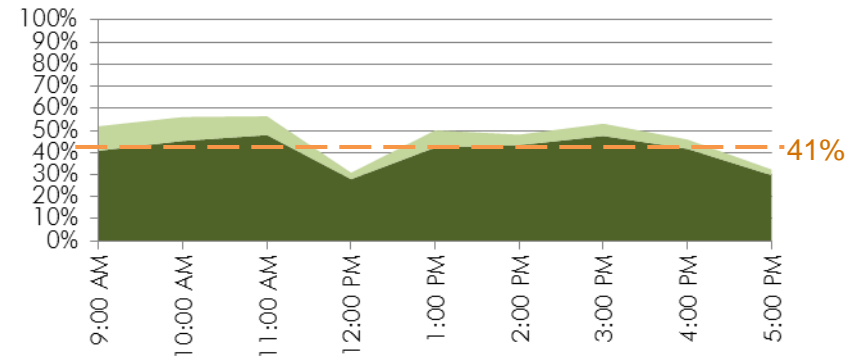
Chicago



Los Angeles



Dallas



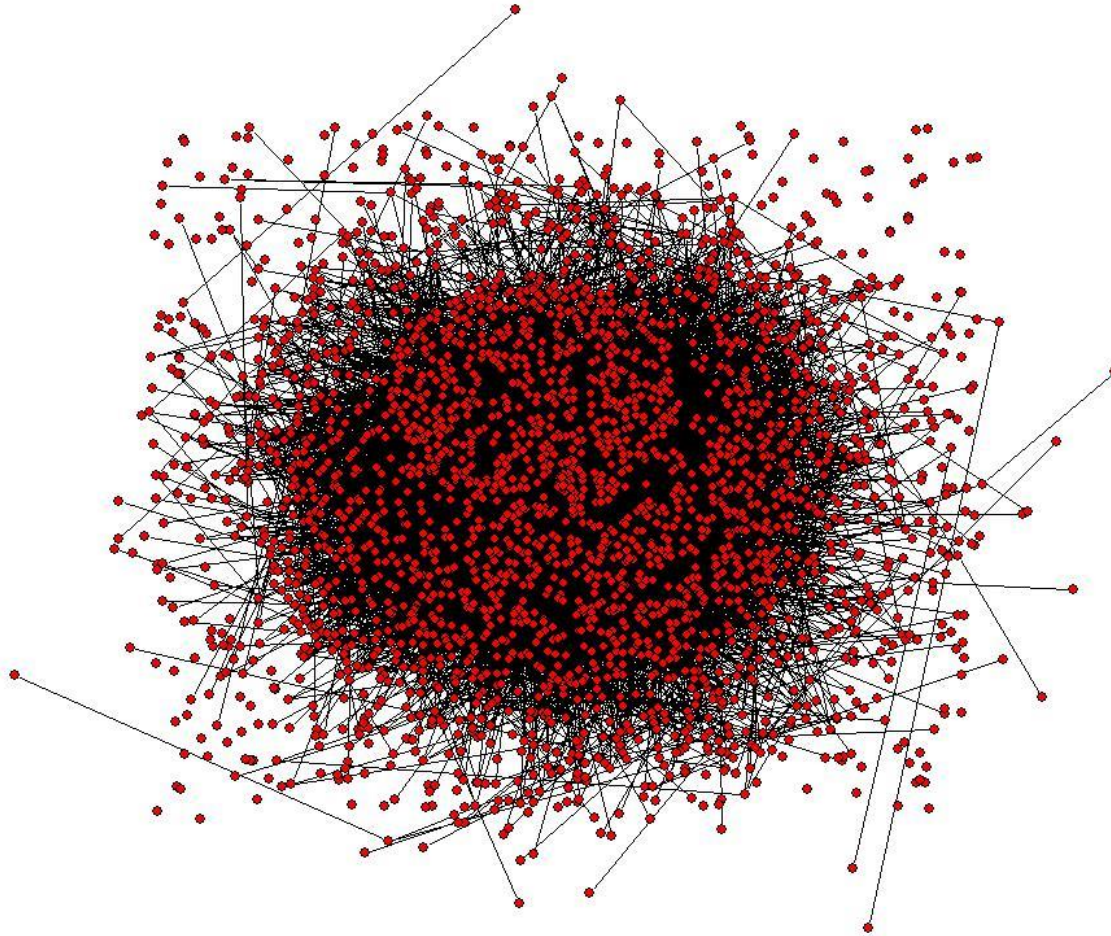
BENCHMARKING

CLIENT	USF/P	WORKSTATION	PRIVATE OFFICE	WKSTN.:P.O. RATIO
Marsh	185	42 (6x7)	120 - SVP 175 – EVP	80:20
AIG	220	64 (8x8)	120 – VP 180 – SVP 225 – EVP	75:25
AON	200	48 (6x8)	120	70:30
Zurich RE	100	48 (6x8) 64 (8x8)	150 – SVP 225 – EVP	85:15
Liberty Mutual	190	36 (6x6) 72 (6x12)	120 226 – VP	80:20
New York Life	220	36 (6x6)	150 – VP & SVP 220 – EVP	
Fireman’s Fund	235	42 (6x7)	120 – VP 180 – SVP & EVP	75:25
NORCAL	250	64 (8x8) 36 (6x6)	225 – VP & SVP 250 – EVP	70:30
IFMA 2010	227	42 (6x7)	120 170	60:40

Influences



Complexity



Innovation





Talent





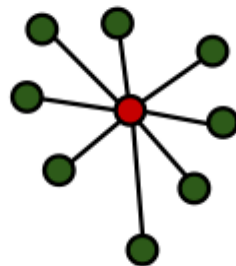
The Changing Nature of Work & Learning

jarche.com

~19th C



+/- 20th C

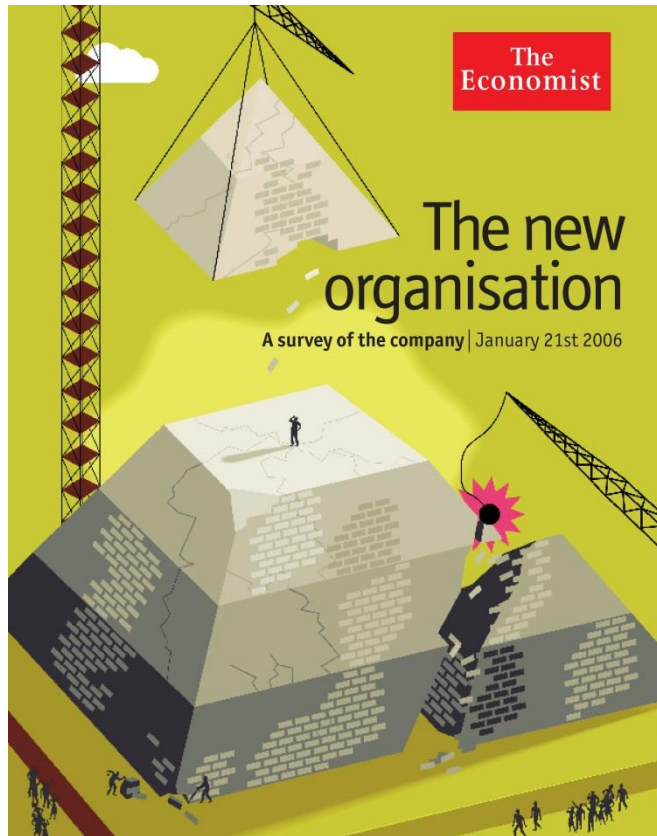


21st C



Artisans - Corporations - Networks

Apprenticeship - Training - SoLoMo



“21st century organizations are not fit for the 21st century workers”

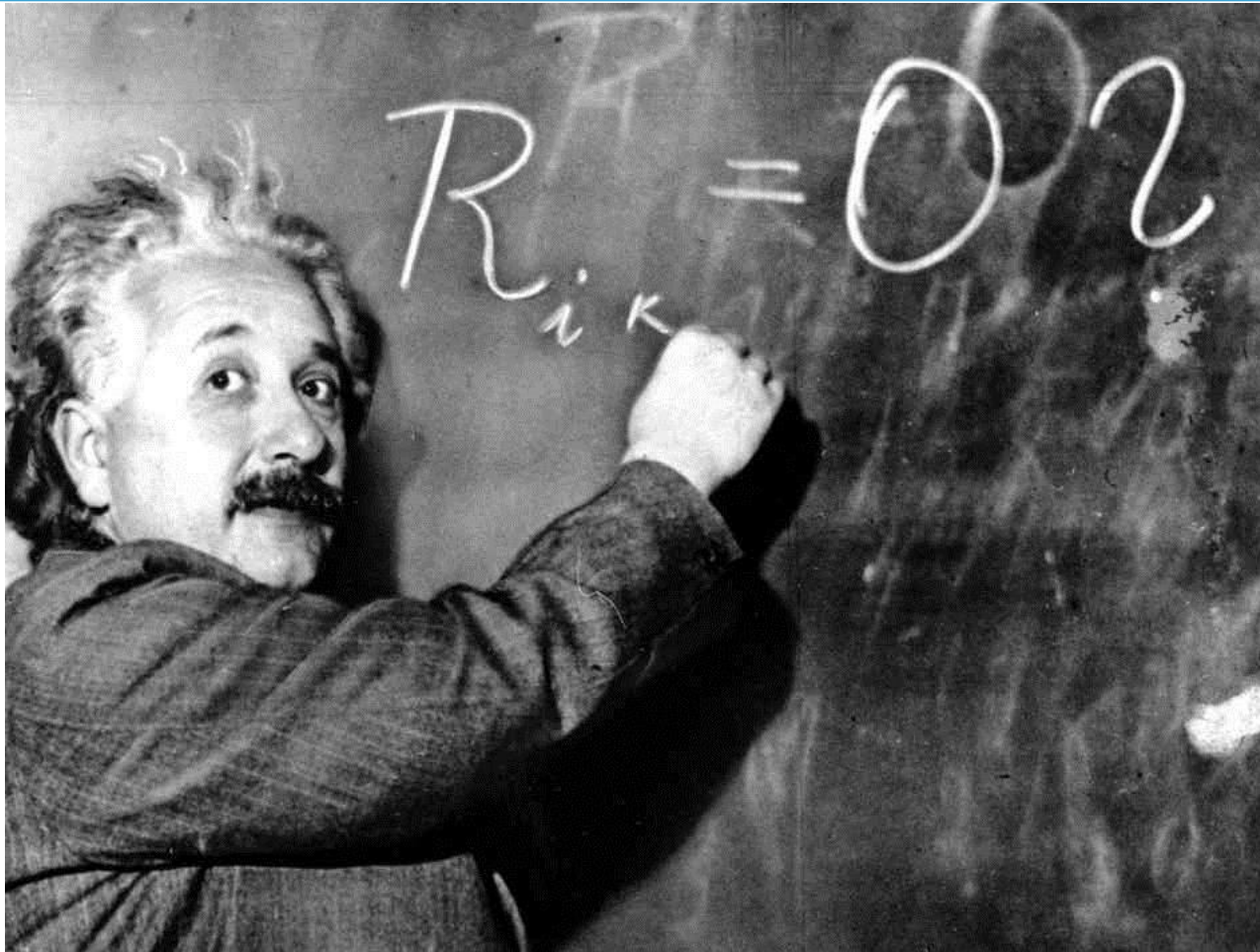
-Economist

“Dramatic changes in the way people work have not been matched by changes within organizations.”

-McKinsey

BT BP Capital One
Freddie Mac HSBC
GSA PWC RBS 3M
TimeWarner Warner
Bros.

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THE CITY

Increasingly, the city as a place of innovation is becoming the icon of work. It represents all that is found in creating innovative work settings: places to meet and collaborate, places to learn, and places to enjoy respite and solitude — all connected through a system

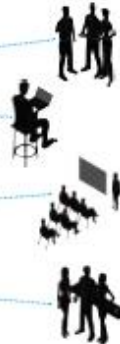
of streets and boulevards that foster and link varied and multiple experiences. The fundamental element of the city to transfer to the work setting is its ability to engage in these multiple activities ubiquitously and seamlessly.



THE 9 HOUR HOTEL

Meeting the needs of business travelers and recognizing that individual time is decreasing in favor of collaborative time, the 9 Hour hotel is developing as an alternative form of accommodation. Incorporating space for

meetings, learning and training as well as community or focus work, these hotels pose interesting models for transformative way of working.



AIRPORT BUSINESS LOUNGES

The airport business lounge is the ultimate flexible work environment, enabling the range of typologies necessary to most businesses: focus work, collaborative work, learning and community.







Rob Fields, 6 Keys To
Waging The War Of Ideas



Rick Liebling, Y&R. Oscars
2013 – From Host to Hashtag

DAILY NEED TO KNOW EMAIL

YOUR EMAIL ADDRESS

Subscribe



YAHOO BOSS BANS WORKING FROM HOME

Marissa Mayer wants to foster a collaborative environment by requiring staff to come into the office to do their jobs.



Guardian on February 27, 2013. @guardian



Questions

- How have you made use of benchmarking?
- What influences your organization to employ benchmarking as a tool for strategic decision making?
- Have you use benchmarking to support innovative workplace design strategies?

Questions

- What are the benefits and challenges of benchmarking?
- Do we rely on benchmarking too often or too little?
- Why employ benchmarking?

David Guin

Global Workplace Strategic Planning and Analysis,
Computer Sciences Corporation



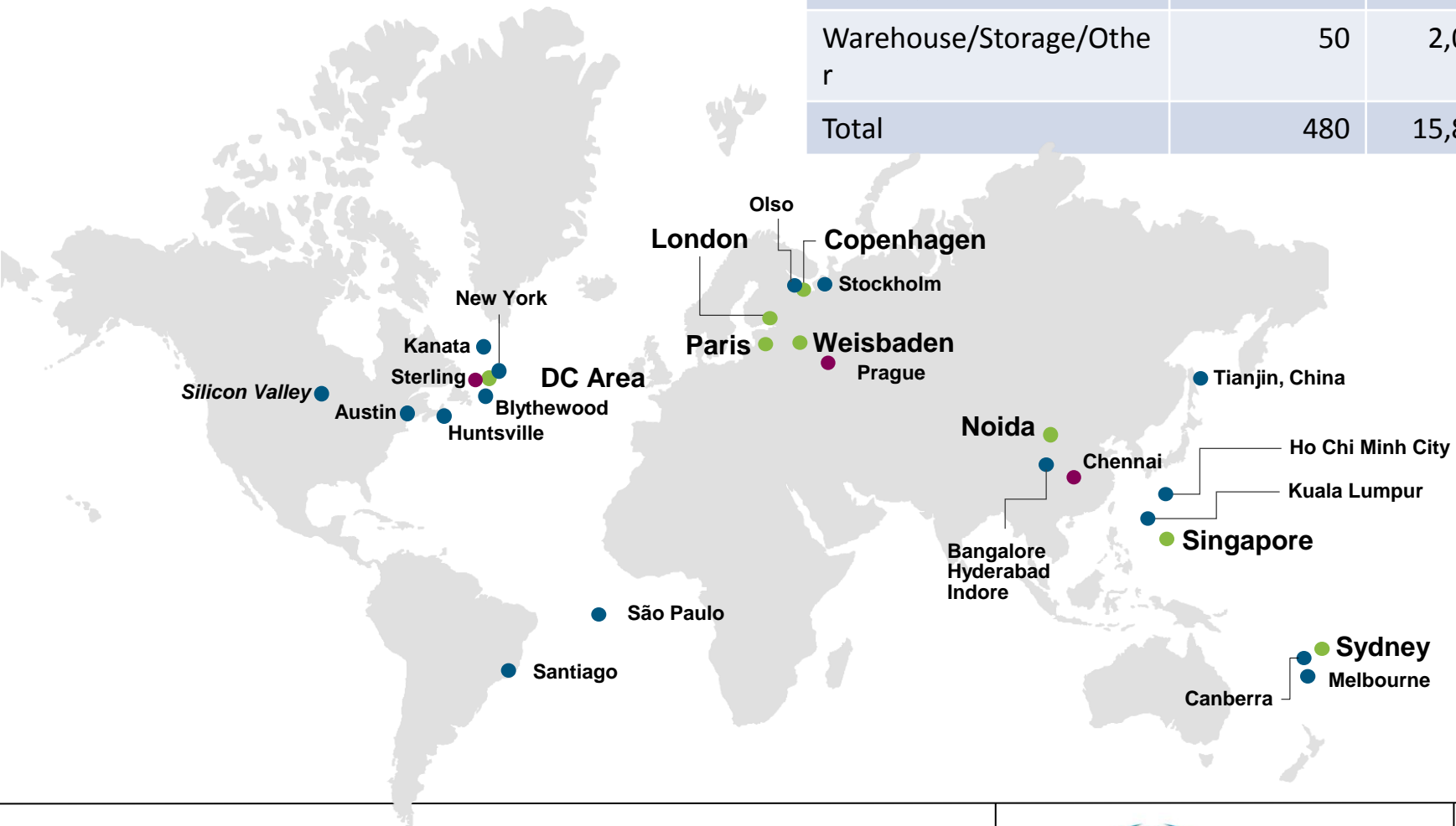
How Benchmarking Affects Workplace Solutions and Strategies

David Guin
Global Workplace Strategic Planning
April 4, 2013

CSC's Real Estate Portfolio

Primary Office Locations

Type	Locations	SF
Offices	309	8,067,000
Data Center	63	1,504,000
Delivery/Contact Centers	61	4,215,000
Warehouse/Storage/Other	50	2,034,000
Total	480	15,820,000



CSC Workplaces

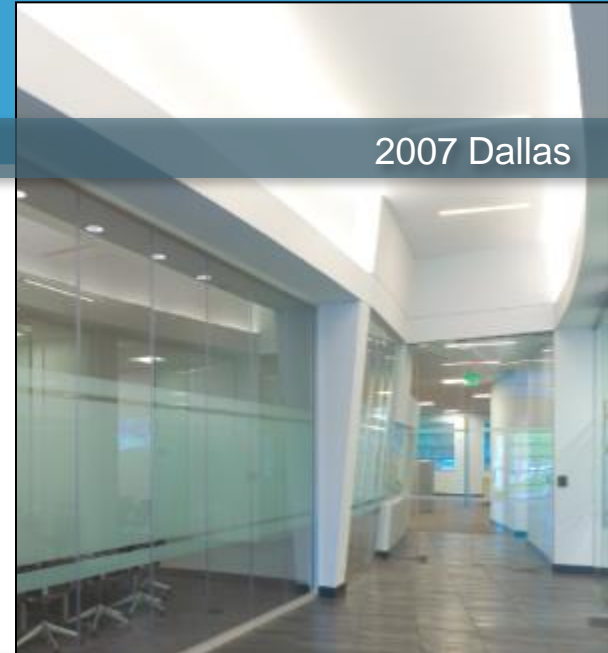
2002 Royal Pavilion



2006 Noida



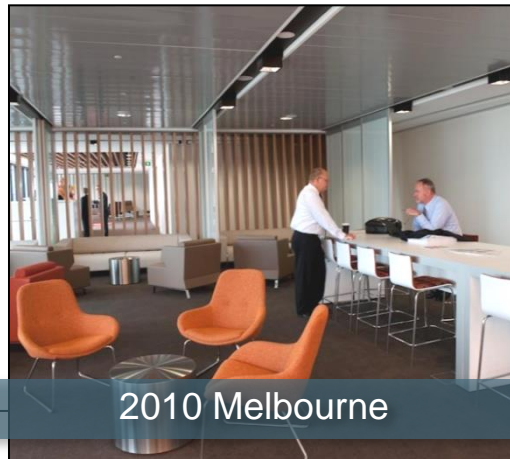
2007 Dallas



2009 Tianjin



2010 Melbourne



2012 Falls Church



Australia Agile Workplace – Generic Concept and Work-Settings

**Inter-changeable-
Project space**

Productive - Enclosed

Shared - Encounter

Productive - Collaborative

Touchdown - Flexible

**Quiet Rooms –
Acoustic isolation**

Open plan - Efficient

Metrics, Measures, and Benchmarking

Real Estate Portfolio

Data Type	Measure	Metric
RE Cost	\$	\$ / SF
Area	SF	\$ / Seat
Workforce	Person	\$ / Person
Capacity	Seat	SF / Seat
		SF / Person
		People / Seat

Benchmarking these drives high-level performance targets to meet corporate financial imperatives

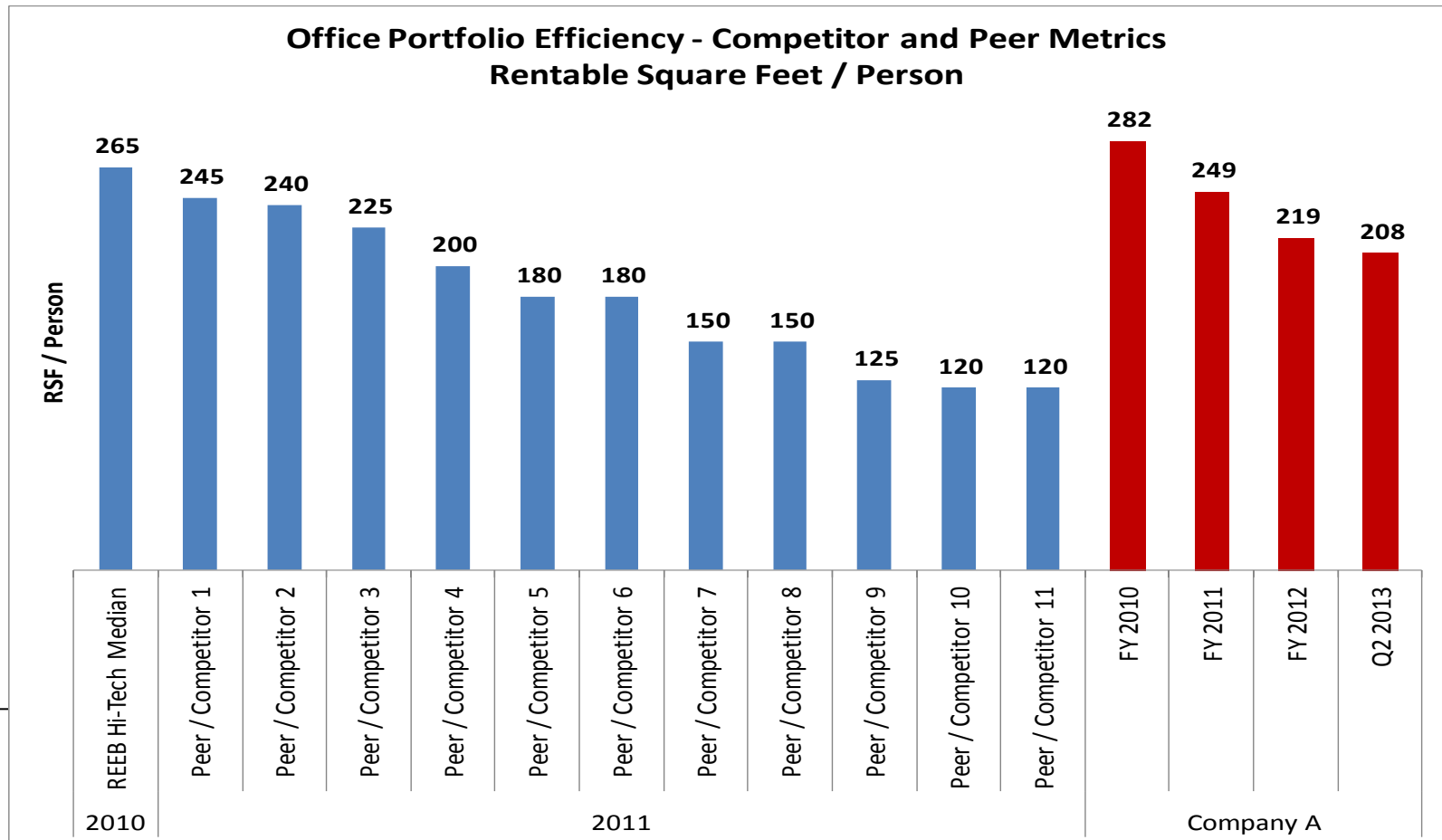
Workplace

Space Standards	Surveys	Utilization
Workspace Sizes	Satisfaction	Vacancy
Entitlement Rules	Productivity	Allocation
Mix of Types	Design	Desk Utilization
% Collaborative	Environment	Mobility Profile
Ratios: People / Type	Culture Type	
	Workstyles	

Benchmarking these guides workplace strategy and design, and enables efficiency optimization initiatives

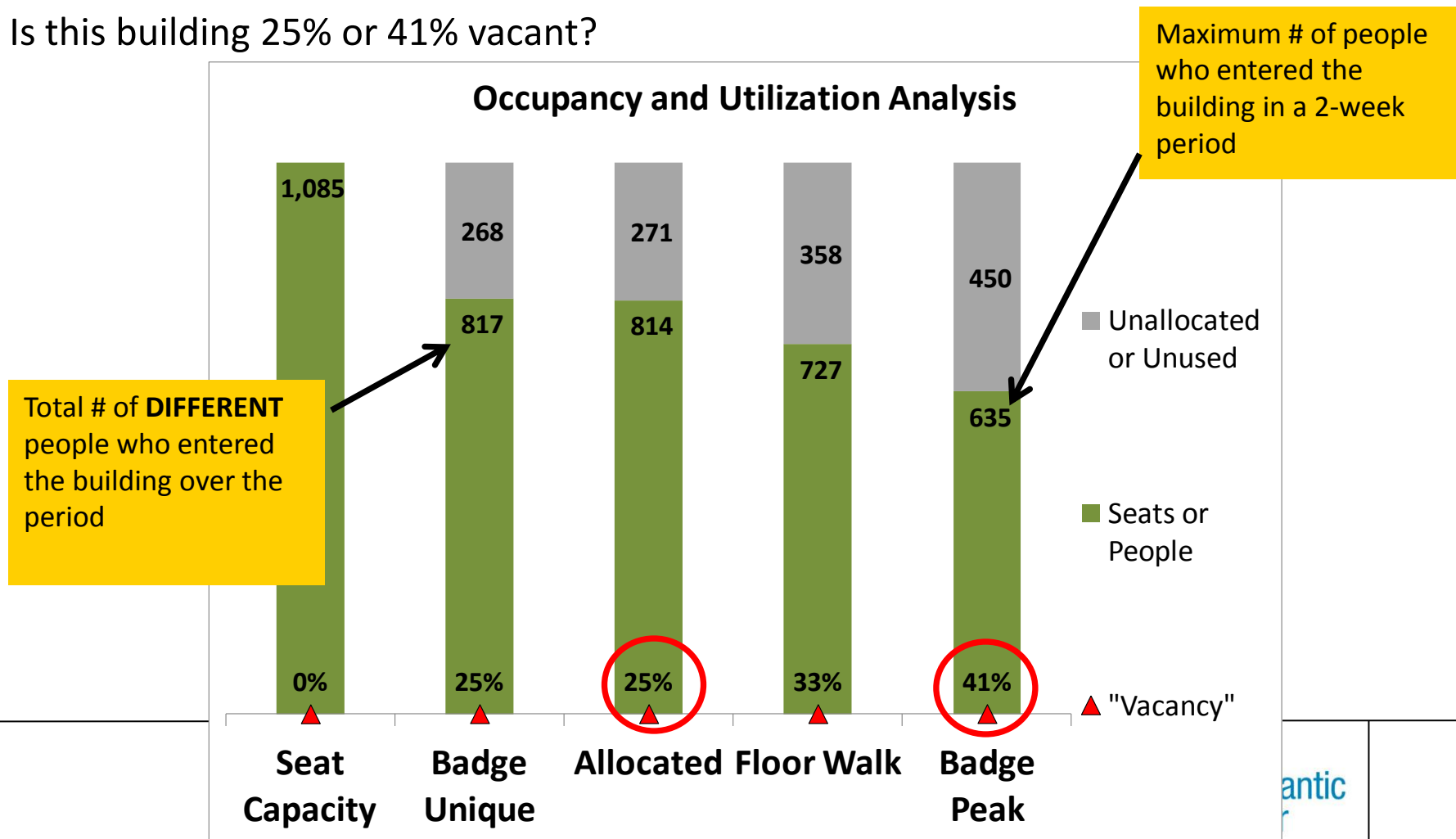
Real Estate Benchmarking – Portfolio Level

- Comparing industry segment and peer / competitor metrics to company historical performance shows current trajectory of change – and potential target goals
- Objective benchmarking can help build a compelling case for accelerating change



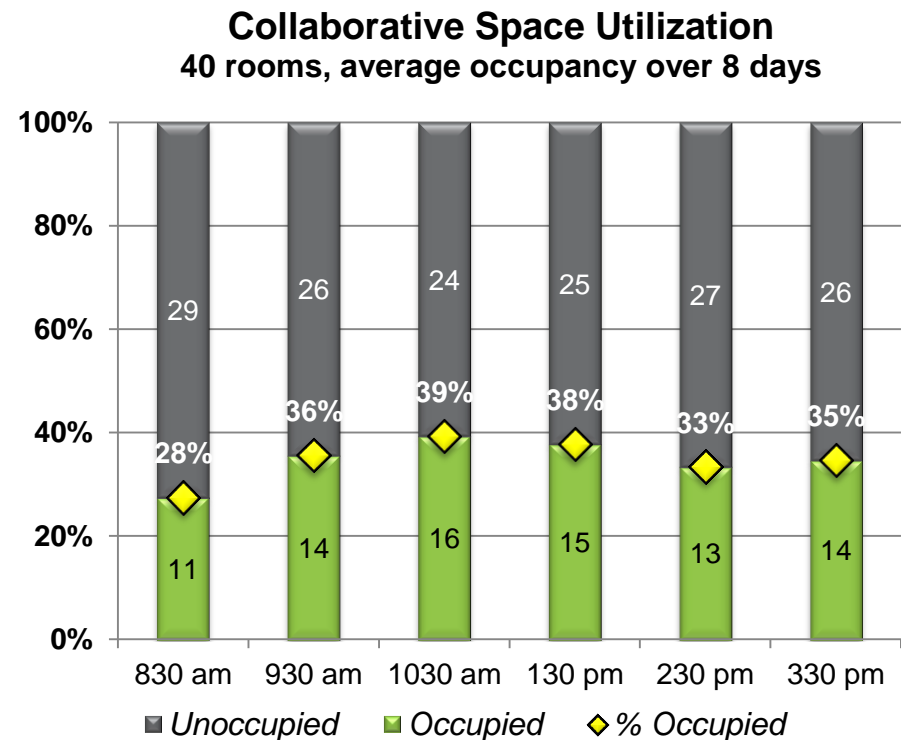
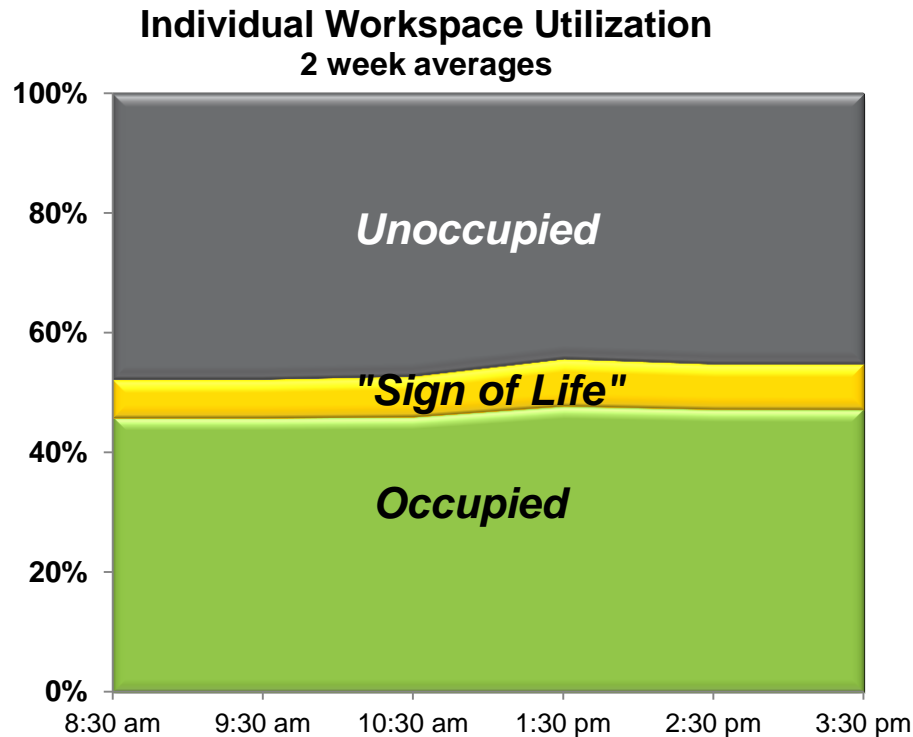
Workplace Occupancy Analysis – Building Level

- Combining allocations, floor walks, and badging data provides insight into actual occupancy and utilization
- Is this building 25% or 41% vacant?



Workplace Utilization Analysis – Workspace Level

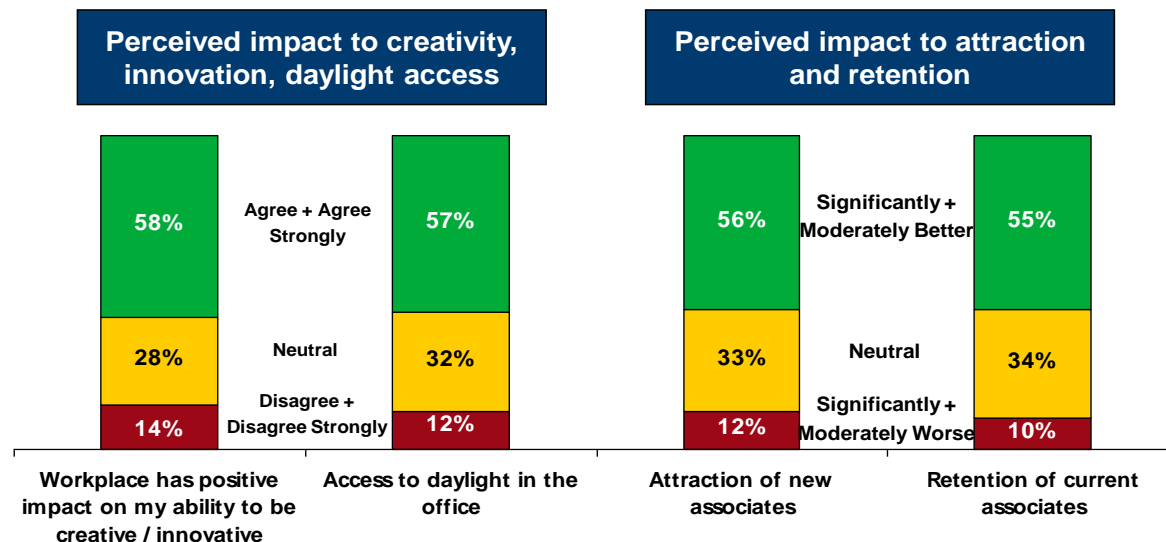
- Detailed 2 week, 6 times / day observation studies provide insight about internal mobility and utilization of various activity settings



Workplace Measurement – Surveys and Business Performance

- While harder to quantify, workplace contributions to satisfaction and perception can provide insight about performance

Most employees believe the new workplace positively impacts creativity, innovation, daylight access, attraction, and retention



The increased opportunity for creative problem solving, innovation, and flexibility are invaluable... (this workplace) makes me feel like I have more room and also get a lot more natural light.

If it wasn't for (this workplace) I would have left the company two years ago.

survey comments

Fewer than 1 in 7 believe that the new workplace is worse on these dimensions

Questions

- What metrics have the most impact on workplace strategy and workplace design?
- Which metrics are primarily used for internal performance, and which are most useful in benchmark comparisons with peers/competitors?

Questions

- What metrics and benchmark comparisons are most compelling to persuade senior leadership, or enlist their support for workplace strategies?
- What metrics are most useful in determining how workplace strategy and design impacts business performance?



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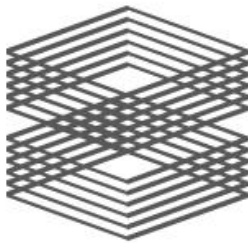


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