

Welkom bij CoreNet Global Benelux

Workplace Data: Perception and Realities

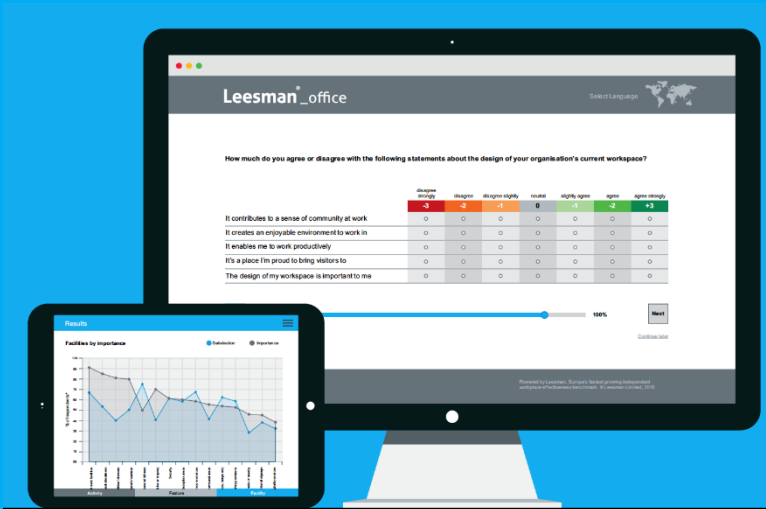


Programma

16.00 – 16.30 uur	Wat is de waarde van werkomgeving? Gideon van der Burg, Managing Director Benelux bij Leesman
16.30 – 17.00 uur	Workplace realities and perception Erik Jaspers, Product Strategy & Innovation Officer bij Planon
17.00 – 17.45 uur	Office safari – experience Workplace Data
17.45 – 18.15 uur	Workplace Data – the link between realities and perception Gideon van der Burg, Managing Director Benelux bij Leesman & Erik Jaspers, Product Strategy & Innovation Officer bij Planon
18.15 – 19.00 uur	Netwerken & drinks



What's the value of a working environment?



Gideon van der Burg
Leesman MD Benelux

1. Who are Leesman?
2. Cost vs Value
3. High performing workspaces

2009 Why is there no standard to measure effectiveness of a working spaces?



2010 Annie Leeson and Tim Oldman founded Leesman



Who are Leesman?

- A standardized measure
- Independent
- No other services
- Largest global benchmark



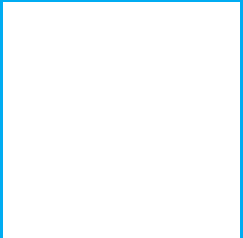
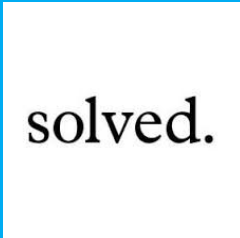
First 5 years 70,000 respondents

Last 1,5 years 125,000 respondents

Global methodology



Some of our partners in the Benelux



How does it work and what does it measure?

1

Design impact

Impact workplace is having on pride, productivity, enjoyment etc



2

Activity analysis

What employees are doing and how well each activity supported



3

Physical features

The physical features needed and how satisfied they are with each



4

Service features

The service features needed and how satisfied they are with each



5

Mobility profile

How mobile are employees inside and beyond their workplace



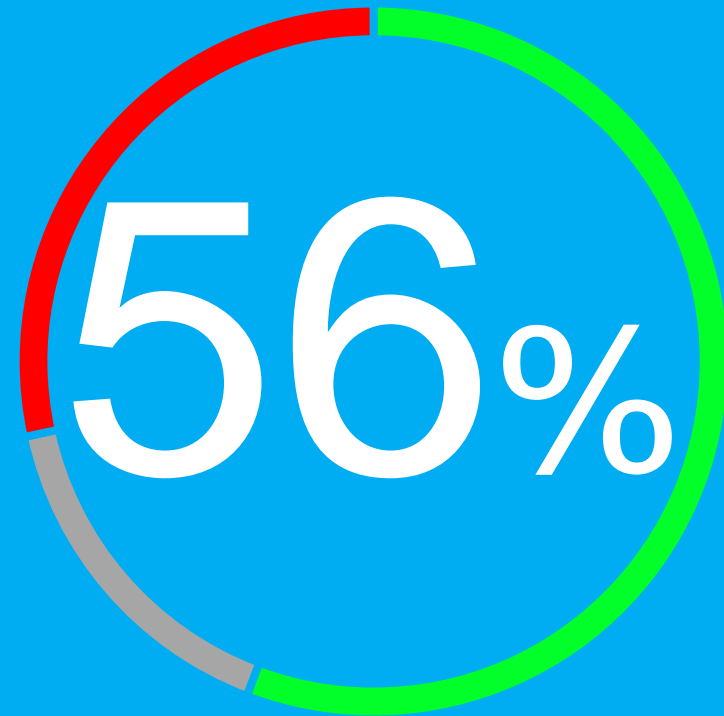
How does it work and what does it measure?



The design of my
workplace enables
me to work
productively¹

¹ n = 169,838 Leesman database overall – 30.06.16





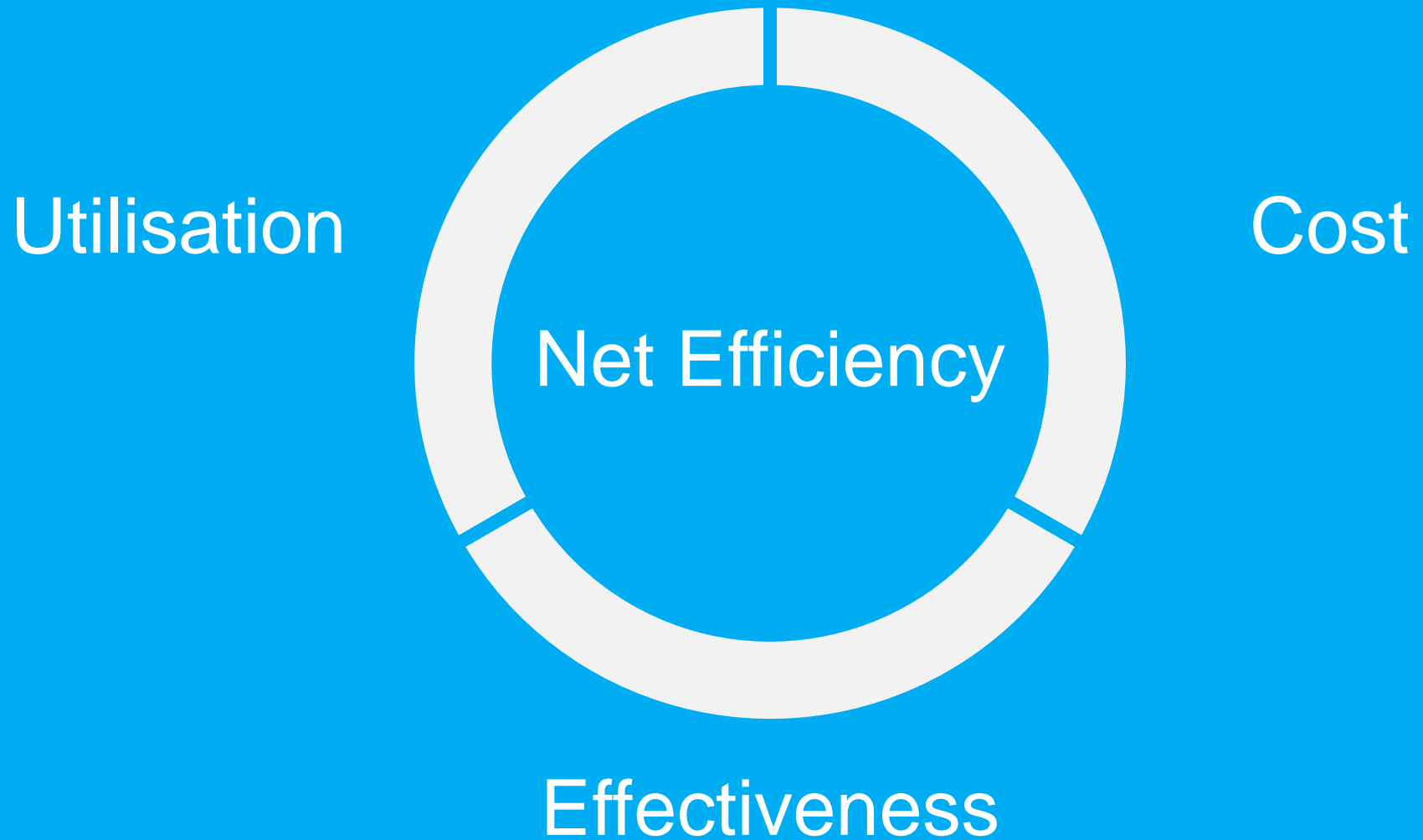
1. Who are Leesman?
2. Cost vs Value
3. High performing workspaces

Utilisation

Cost



Net Efficiency

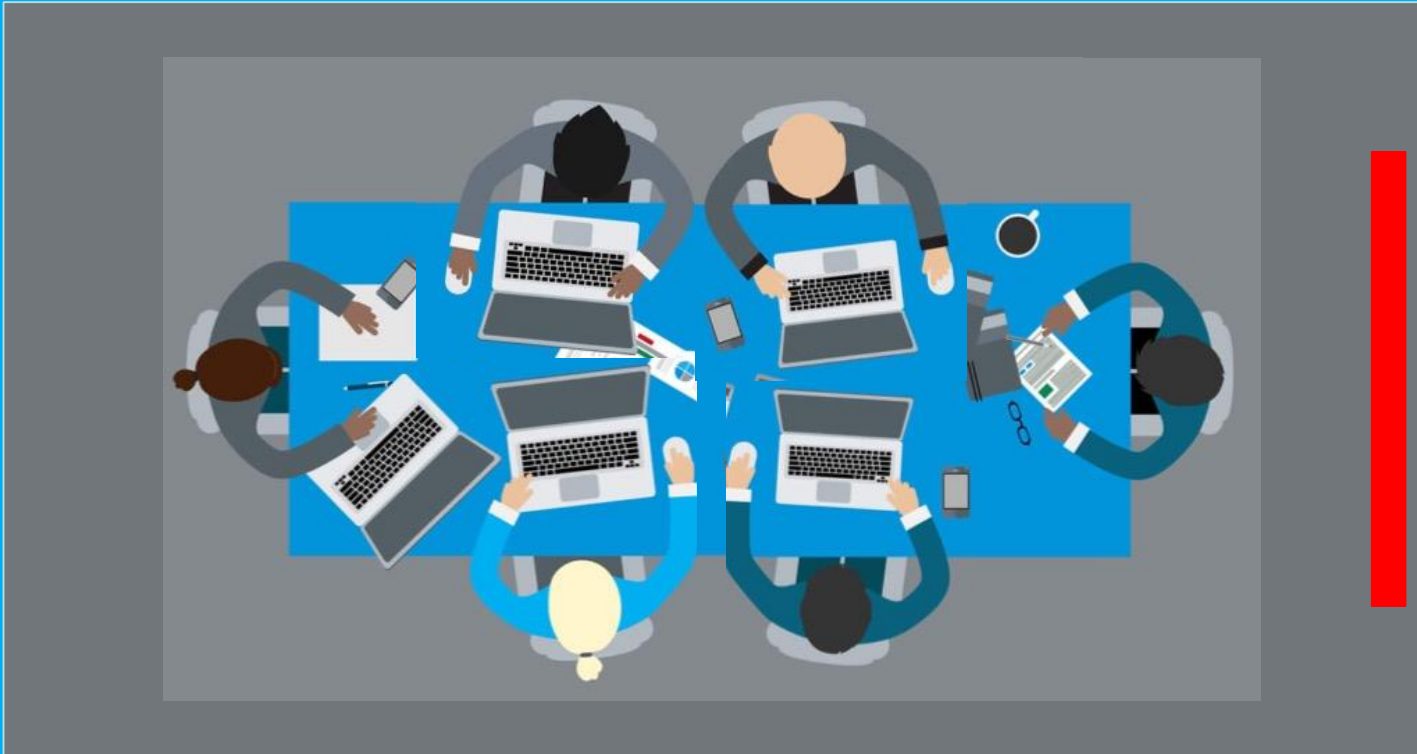


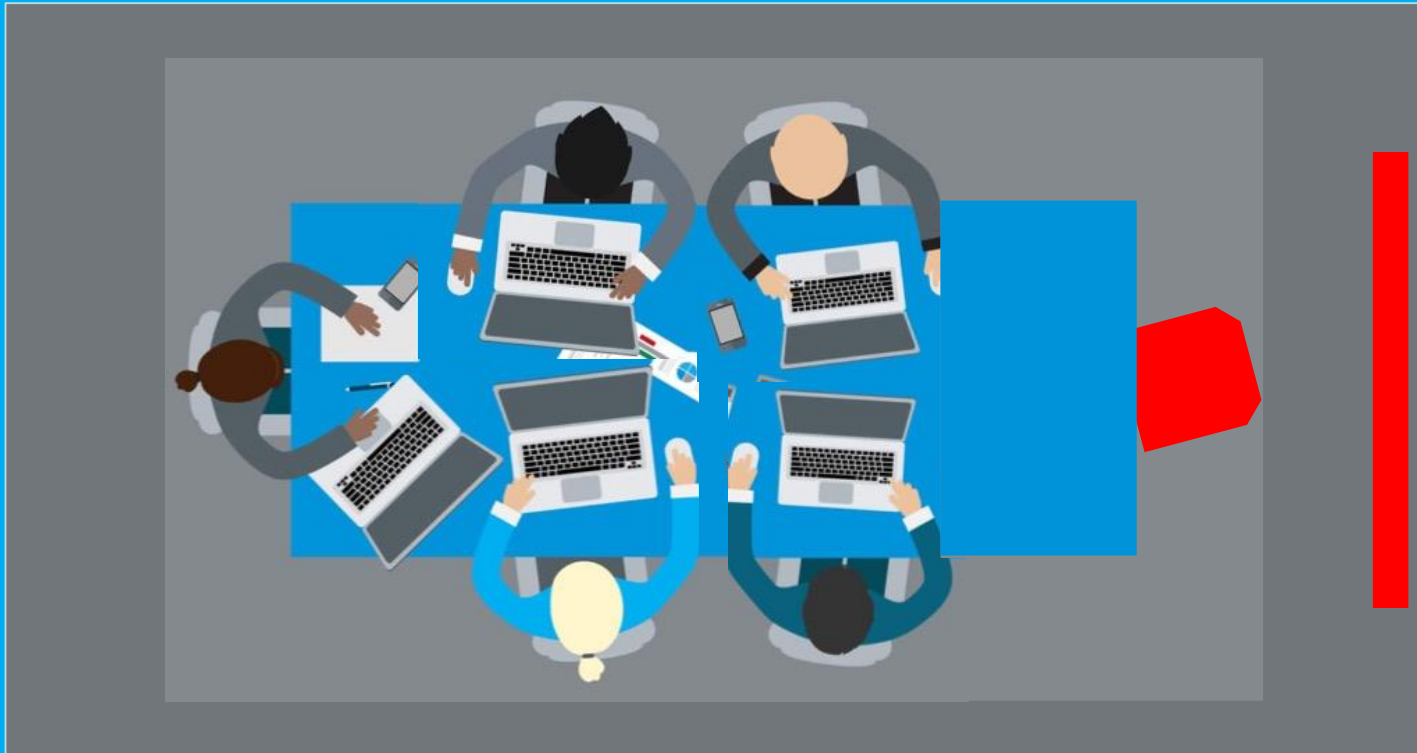
6-person meeting room

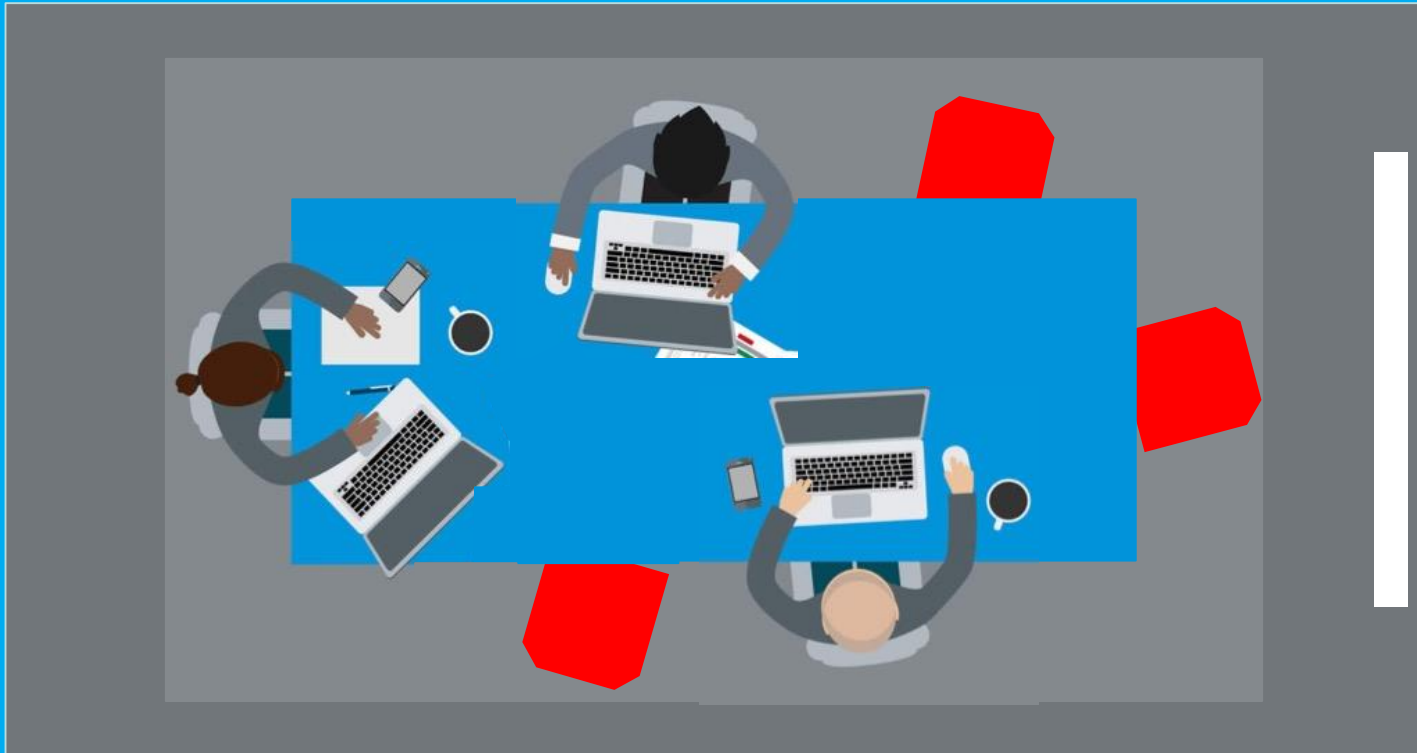


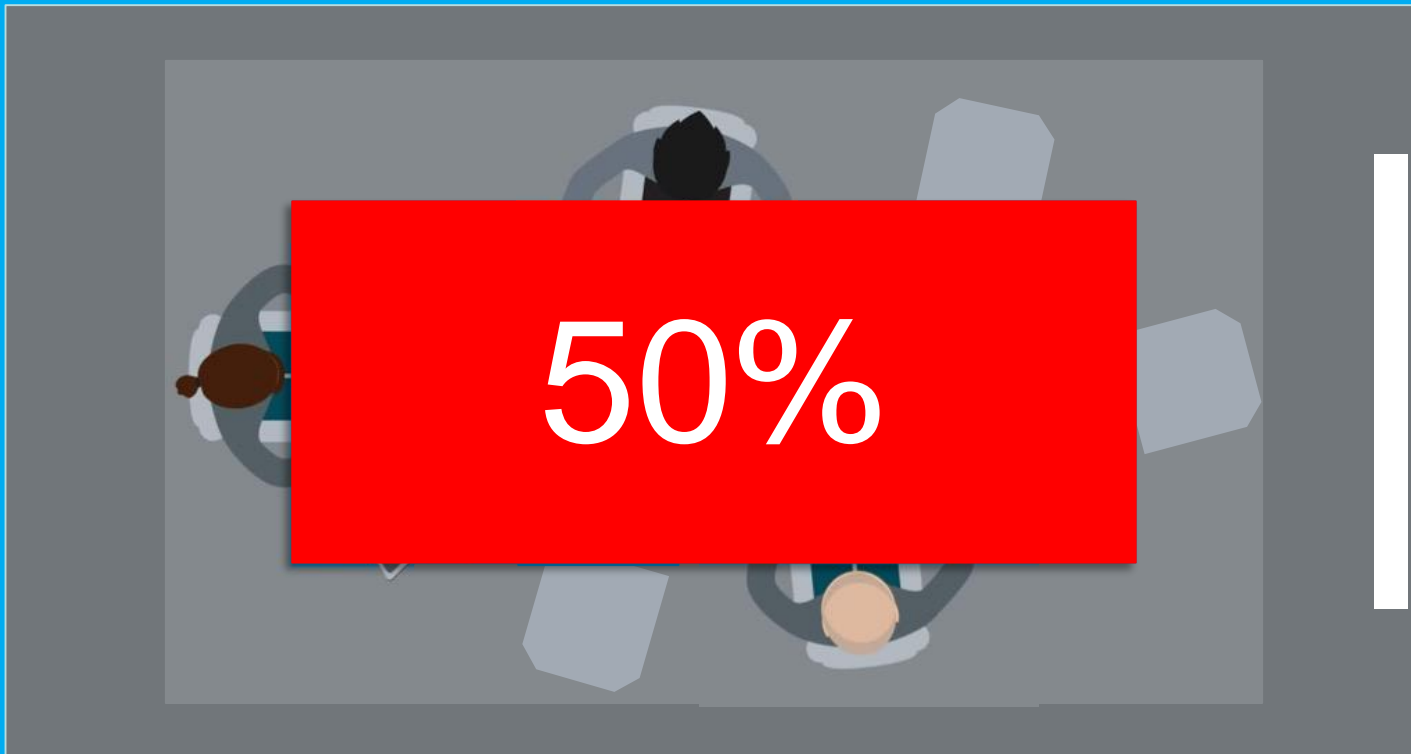
6-person
meeting room

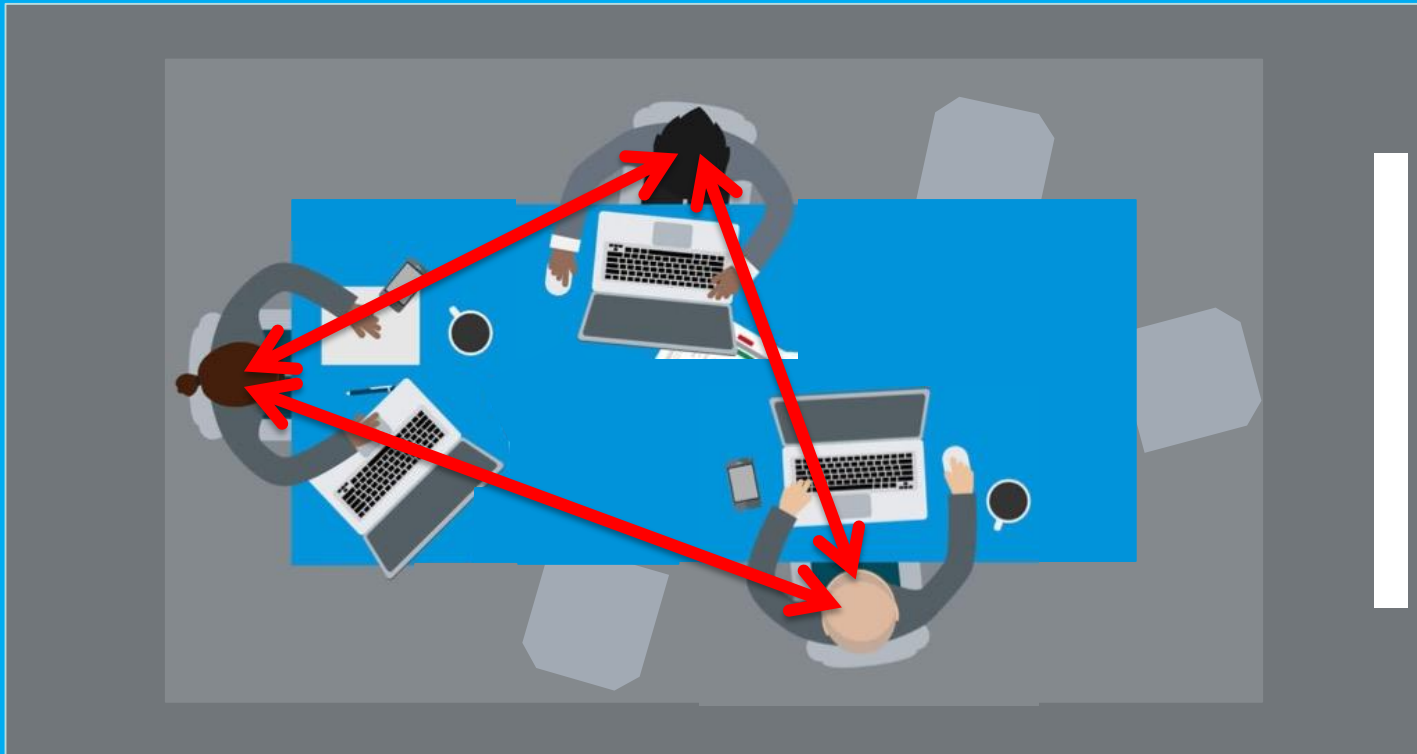
The diagram shows a rectangular meeting room with a grey floor and walls. In the center is a blue rectangular table. Six grey chairs are arranged around the table: two on the top side, two on the bottom side, and two on the right side. A red vertical bar is positioned on the right wall of the room.











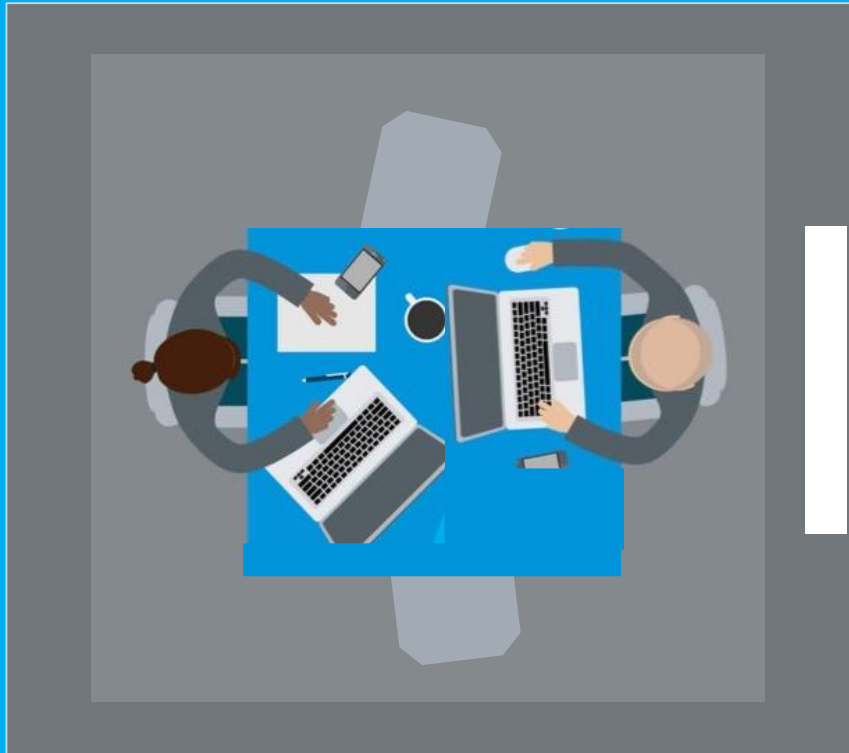
An illustration of a meeting room with four people seated around a table. A large red rectangle is overlaid on the center of the image, containing the word 'Productive?' in white text. The background is a solid blue color.

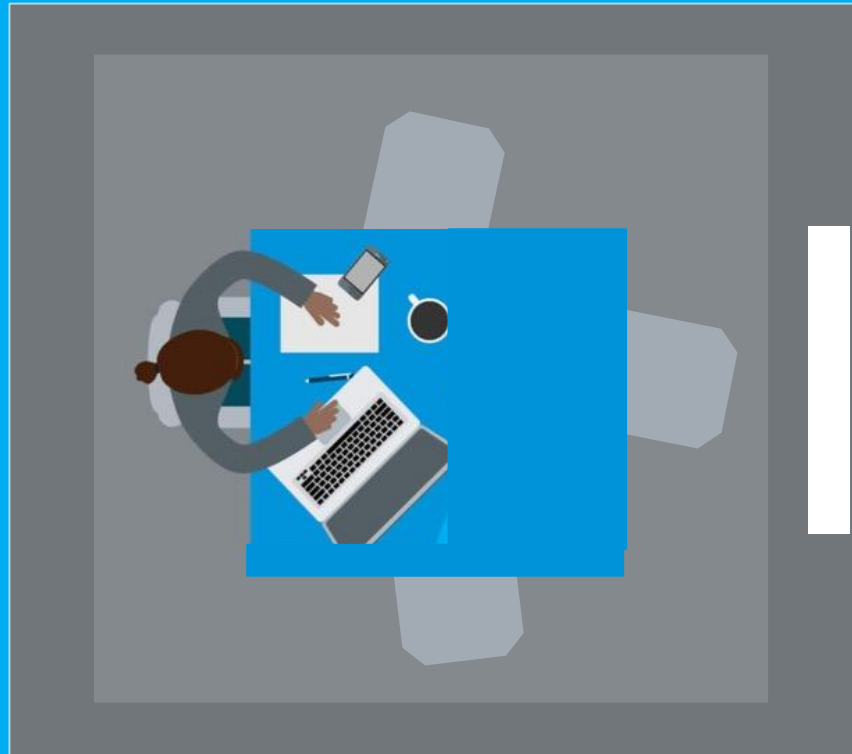
Productive?

An illustration of a meeting room with four people seated around a table. A large red rectangle is overlaid on the center of the image, containing the text '100%'. The background is a solid blue color.

100%

4-person meeting rooms

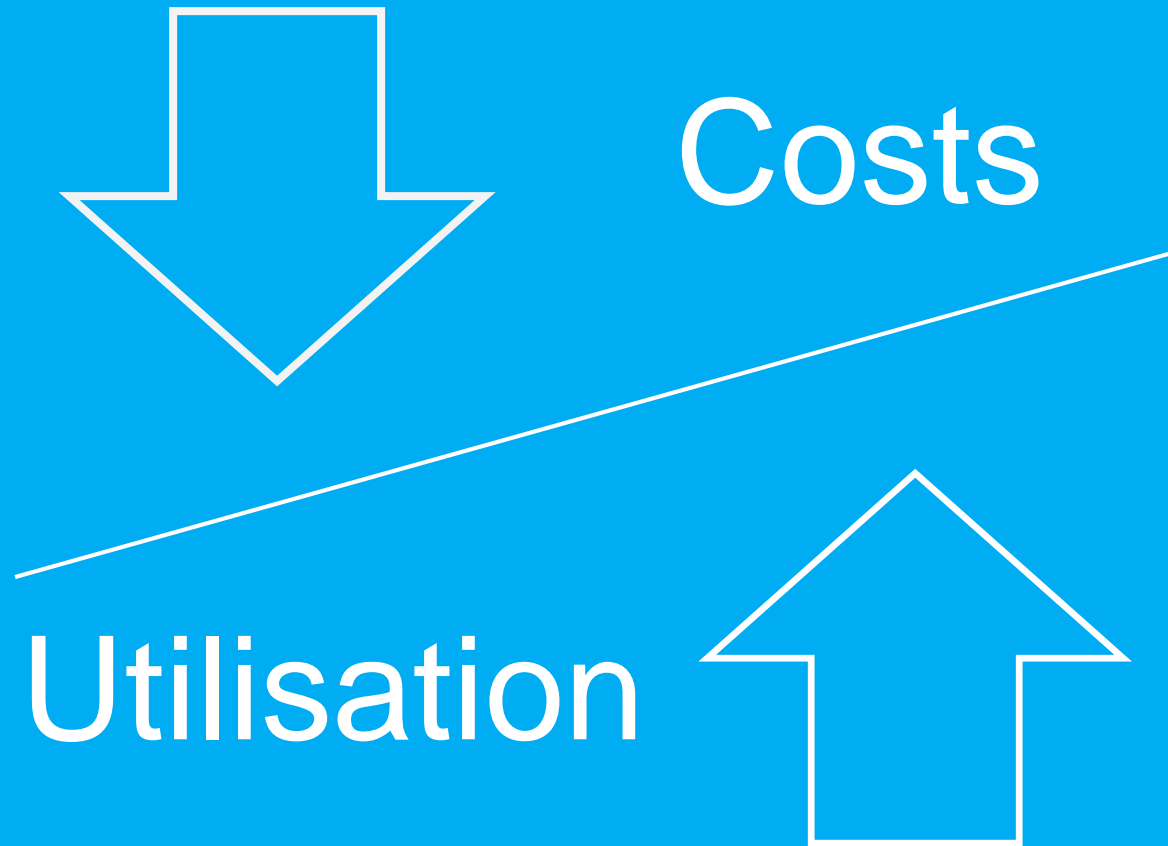








Costs

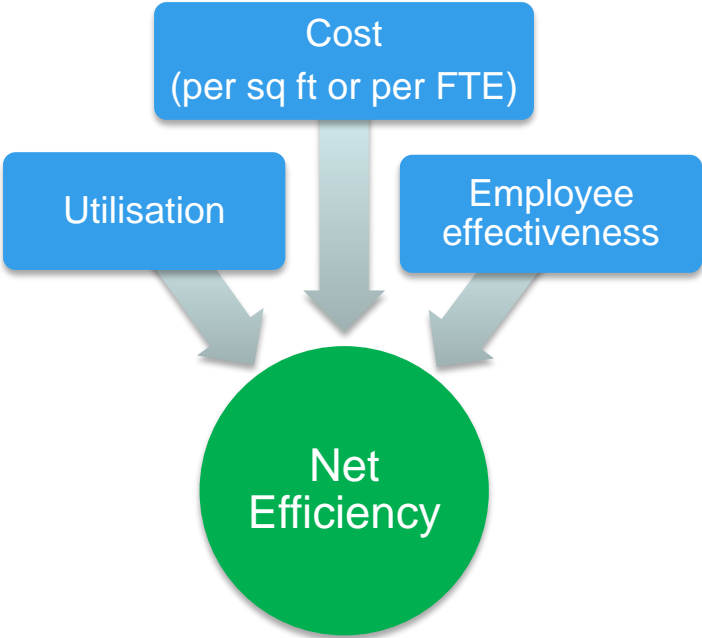
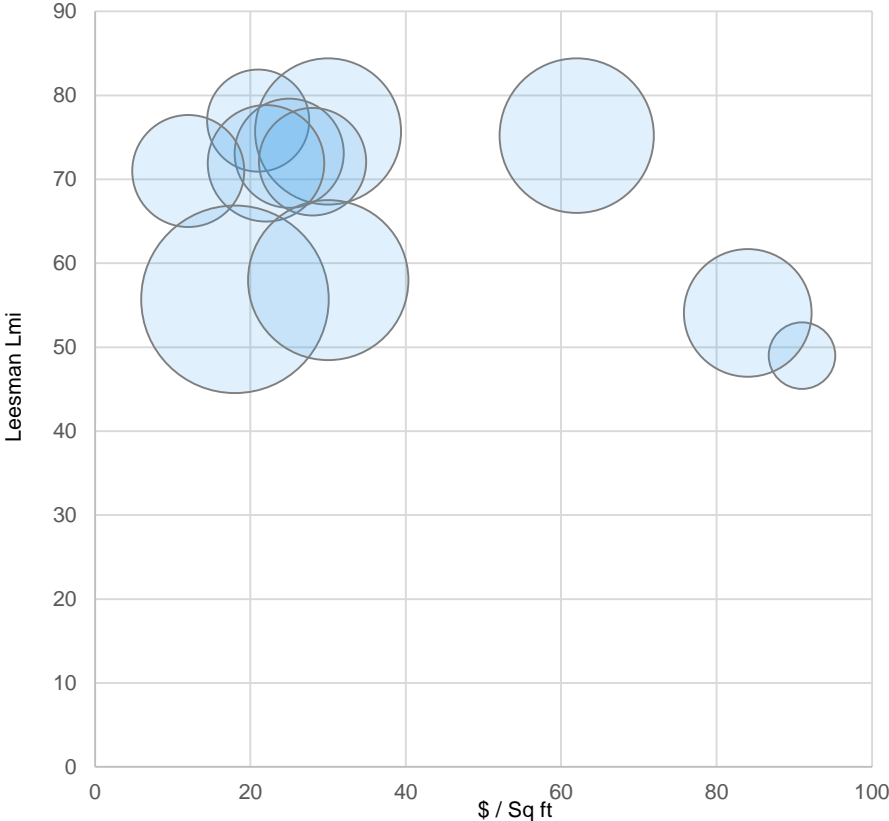


Costs

effectiveness

Utilisation

What does this look like in practice?

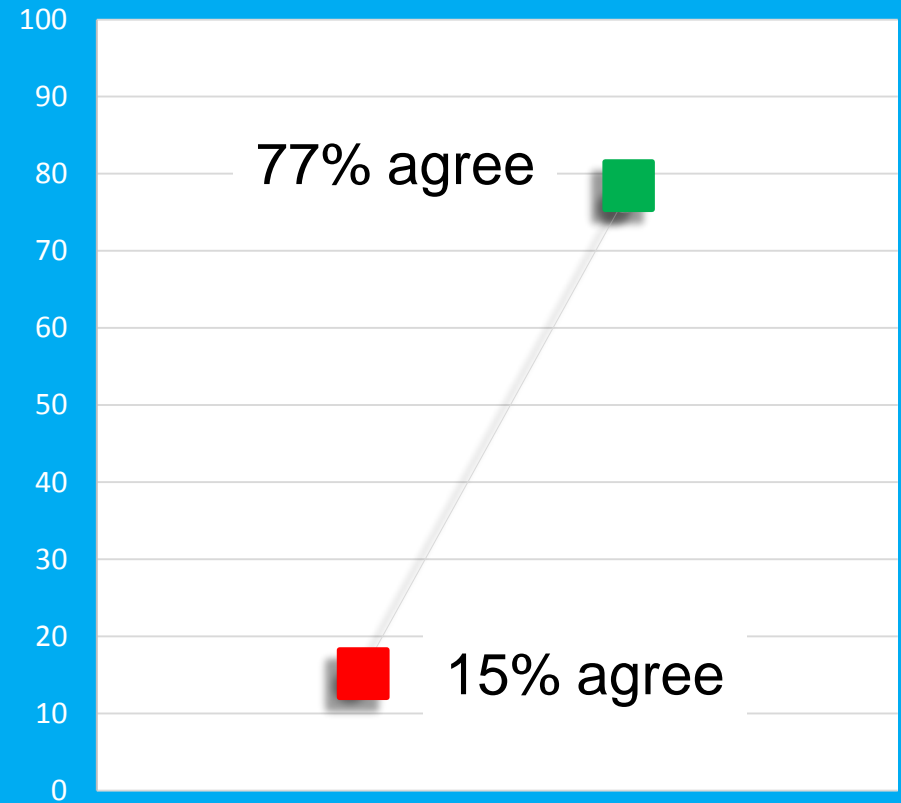


1. Who are Leesman?
2. Cost vs Value
3. High performing workspaces

The design of my
workplace enables
me to work
productively

Client A Lmi 33.1 ■

Client B Lmi 81.7 ■



High performing workspaces



Leesman+ Accreditations

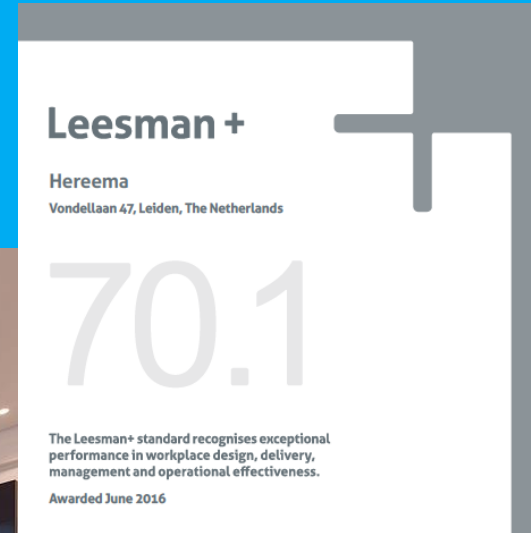
The table below shows each of the organisations that have achieved the Leesman+ certification. The aggregated data from this group now provides a powerful research pool of some 11,300+ employees. The data also provides a useful high performance benchmark that our clients are increasingly using to see where most effort and attention is needed in their own projects to achieve Leesman+ certification. Leesman+ comparisons now appear as standard in our diagnostic reports.

Client	Sector	Location	Lmi	Featured
ISS Facility Services	Facilities Management & Outsourcing	Soborg, Denmark	81.7	
Colliers International	Real Estate, Architecture & Planning	Paris, France	80.2	P16
–	Information Tech, Software & Internet	Chicago, USA	79.7	P30
–	Charitable, NGO's & Non-profits	Phoenix, USA	79.2	
–	Information Tech, Software & Internet	Budapest, Hungary	78.6	
–	Information Tech, Software & Internet	Wilsonville, USA	77.2	
–	Biotechnology & Pharmaceuticals	Bangalore, India	76.7	
Plantronics	Information Tech, Software & Internet	Neuilly, France	76.3	
Savills	Information Tech, Software & Internet	Seoul, South Korea	76.2	
–	Real Estate, Architecture & Planning	Lahore, Pakistan	76.0	
NCC	Information Tech, Software & Internet	Hoofddorp, Netherlands	75.7	
Nuffield Health	Construction & Civil Engineering	London, United Kingdom	75.3	P31
–	Health, Wellness, Hospitals & Healthcare	Silicon Valley, USA	75.1	P31
SEB	Construction & Civil Engineering	Dublin, Ireland	75.1	
–	Banking, Insurance & Financial Services	Oslo, Norway	74.4	P31
–	Biotechnology & Pharmaceuticals	Epsom, United Kingdom	74.4	P32
–	Banking, Insurance & Financial Services	Solna, Sweden	73.6	
Little Brown Book Group	Biotechnology & Pharmaceuticals	Riga, Latvia	73.6	
–	Publishing	Bangkok, Thailand	73.2	
HOK	Information Tech, Software & Internet	London, United Kingdom	73.0	
–	Real Estate, Architecture & Planning	Gentilly, France	72.7	
ISS Facility Services	Information Tech, Software & Internet	London, United Kingdom	72.6	
NAB	Facilities Management & Outsourcing	Hyderabad, India	72.6	
Sainsbury's	Banking, Insurance & Financial Services	London, United Kingdom	72.2	
–	Banking, Insurance & Financial Services	Katowice, Poland	72.2	P26
Network Rail	Transportation, Trucking & Railroad	Moscow, Russia	72.2	
–	Banking, Insurance & Financial Services	Oslo, Norway	72.1	
–	Food & Beverages	Melbourne, Australia	71.5	
–	Retail	Edinburgh, United Kingdom	71.5	P32
–	Banking, Insurance & Financial Services	Milton Keynes, United Kingdom	71.5	
–	Banking, Insurance & Financial Services	Budapest, Hungary	71.4	P32
–	Banking, Insurance & Financial Services	Vevey, Switzerland	71.1	
–	Banking, Insurance & Financial Services	Coventry, United Kingdom	71.1	
–	Banking, Insurance & Financial Services	Vilnius, Lithuania	71.1	P33
–	Gambling & Casinos	Singapore, Republic of Singapore	71.0	
–	Transportation, Trucking & Railroad	Budapest, Hungary	70.9	
–	Biotechnology & Pharmaceuticals	Santa Ana, Costa Rica	70.5	
–	Gambling & Casinos	London, United Kingdom	70.5	
–	Higher Education	Nowe, Poland	70.4	
–	Higher Education	Sydney, Australia	70.1	P33
–	Higher Education	Sheffield, United Kingdom	70.1	P22
–	Higher Education	Sheffield, United Kingdom	70.1	P20

Withheld for business confidentiality

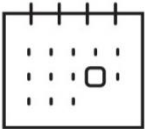

How do Leesman+ organisations differentiate?

Leesman[®]+





- Recognition and acknowledgement programme for those workplaces achieving outstanding (Lmi 70+) effectiveness scores.
- Has focused new research initiative on understanding common attributes and features of the highest performance workspaces.



Where the best environments win?

	Planned meetings	Average	78%	+3%
		Leesman+	81%	
	Informal un-planned meetings	Average	63%	+19%
		Leesman+	82%	


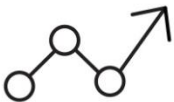
Where the best environments win?

	Individual focused work desk based	Average	77%	+8%
		Leesman+	85%	
	Thinking / creative thinking	Average	52%	+17%
		Leesman+	69%	

Where the best environments win?

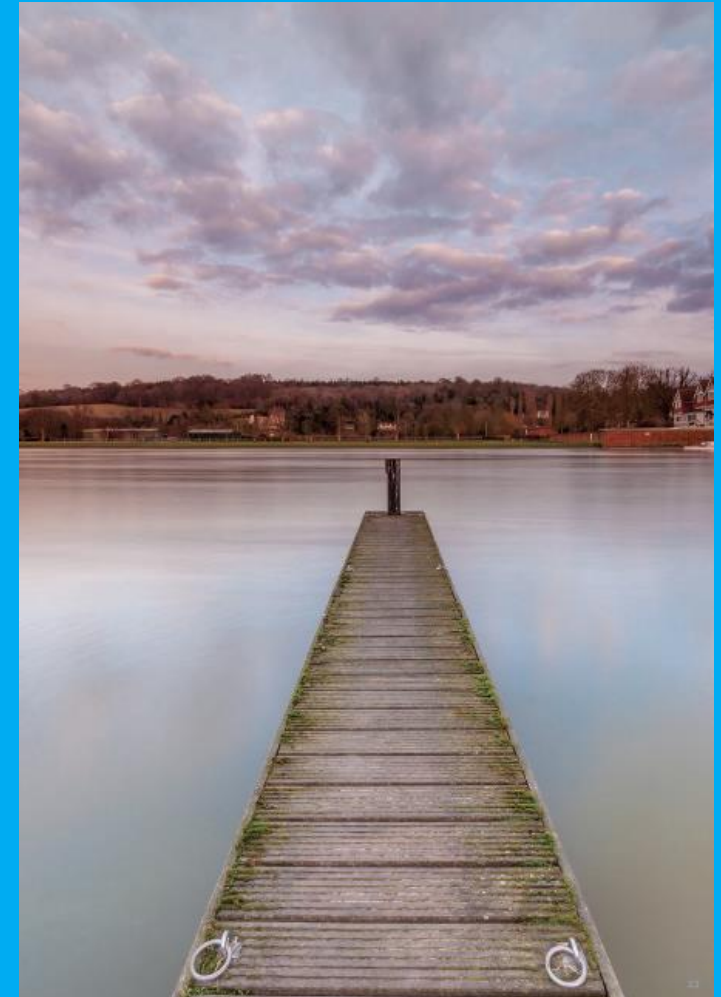
 <p>Video conferencing</p>	Average	56%	+20%
	Leesman+	76%	
 <p>Relaxing taking a break</p>	Average	62%	+19%
	Leesman+	81%	

Where the best environments win?

 <p>Atriums & communal areas</p>	Average	43%	+37%
	Leesman+	80%	
 <p>Variety of different types of workspace</p>	Average	29%	+32%
	Leesman+	61%	

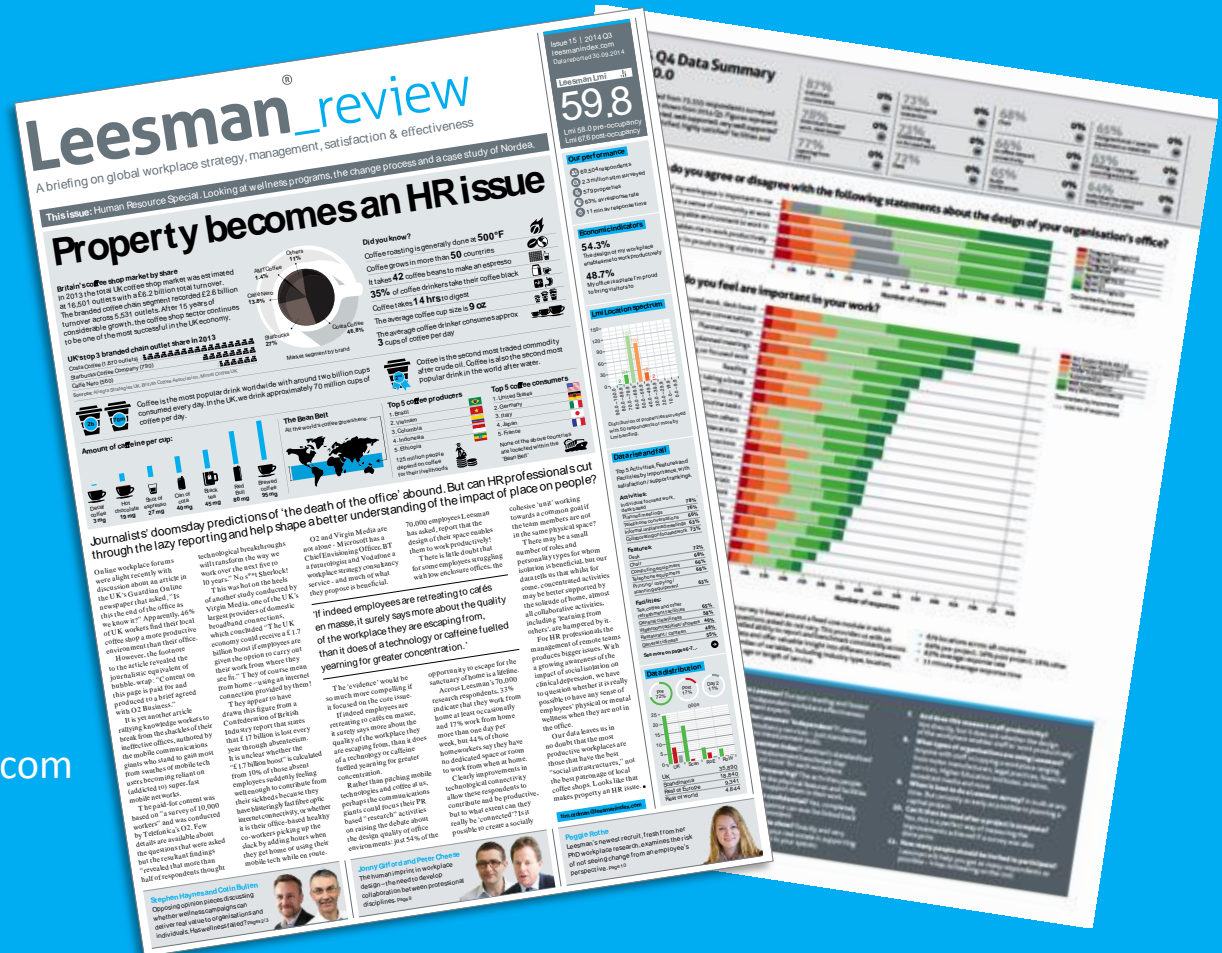
Project Henley | exiting new research project

1. Net internal area
2. Number of floors NIA distributed across
3. Sole occupier / mixed
4. Resident / assigned headcount /population
5. Proportion of allocated /unallocated desks
6. Proportion of solo / shared offices
7. Number of enclosed meeting rooms / sizes
8. Number of other meeting spaces
9. Environmental certification (LEED / BREEAM etc.)
10. Nature of catering / refreshment / coffee offer
11. Presence of atrium / communal space
12. Ease of access to outside spaces
13. Proximity to external retail / leisure facilities
14. FM service delivery strategy (in-house or outsourced)
15. Onsite leisure / wellness provision



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PLANON
AIM FOR THE OPTIMUM


CORENET
GLOBAL | **Benelux**
Chapter

[] IN TOUCH WITH
Realities & Perceptions

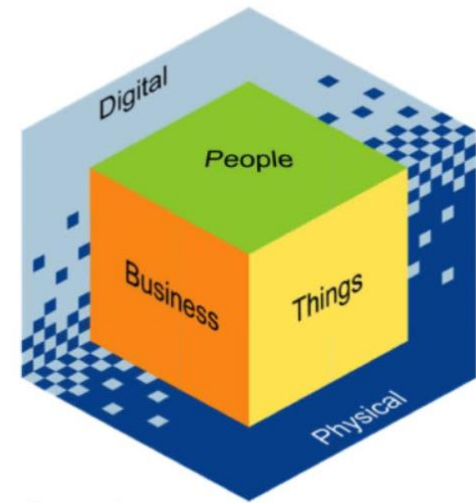


ERIK JASPERS, SEPTEMBER 2016

DIGITAL BUSINESS IN RE & FM

Digital Business Gives Rise to the New Economics of Connections

Published: 1 October 2015



Source: Gartner

Digital business redefines the economic playing field as "things" join people and businesses in the connected world; the value of these connected assets expands tremendously. CIOs and IT leaders must apply new approaches to capitalize on the value delivered through the new economics of connections.

Gartner



Leesman[®]



Experiences

Classification

Analysis



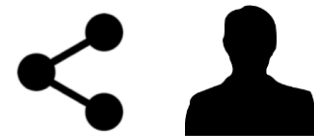
Measurements

Quantification

Analysis



Better Workplaces

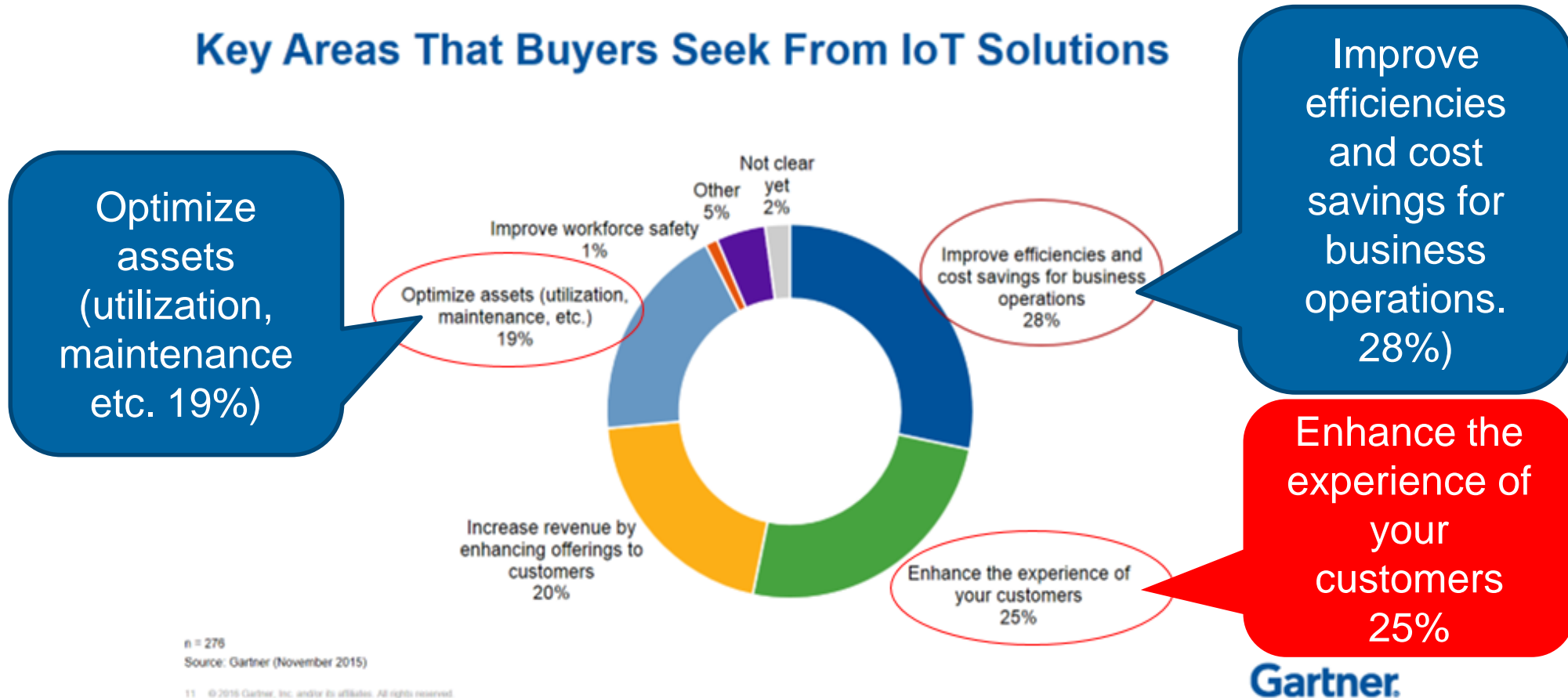


INTERNET OF THINGS

**The network of physical objects
that
contain embedded technology
to
communicate and sense or interact
with
their internal states or the external environment**

WHY?

Key Areas That Buyers Seek From IoT Solutions



IOT FOR REAL ESTATE AND FM



IOT: QUANTIFICATION



Collecting simple and undisputable Data will allow us to understand actual behavior of People and Things in Buildings.

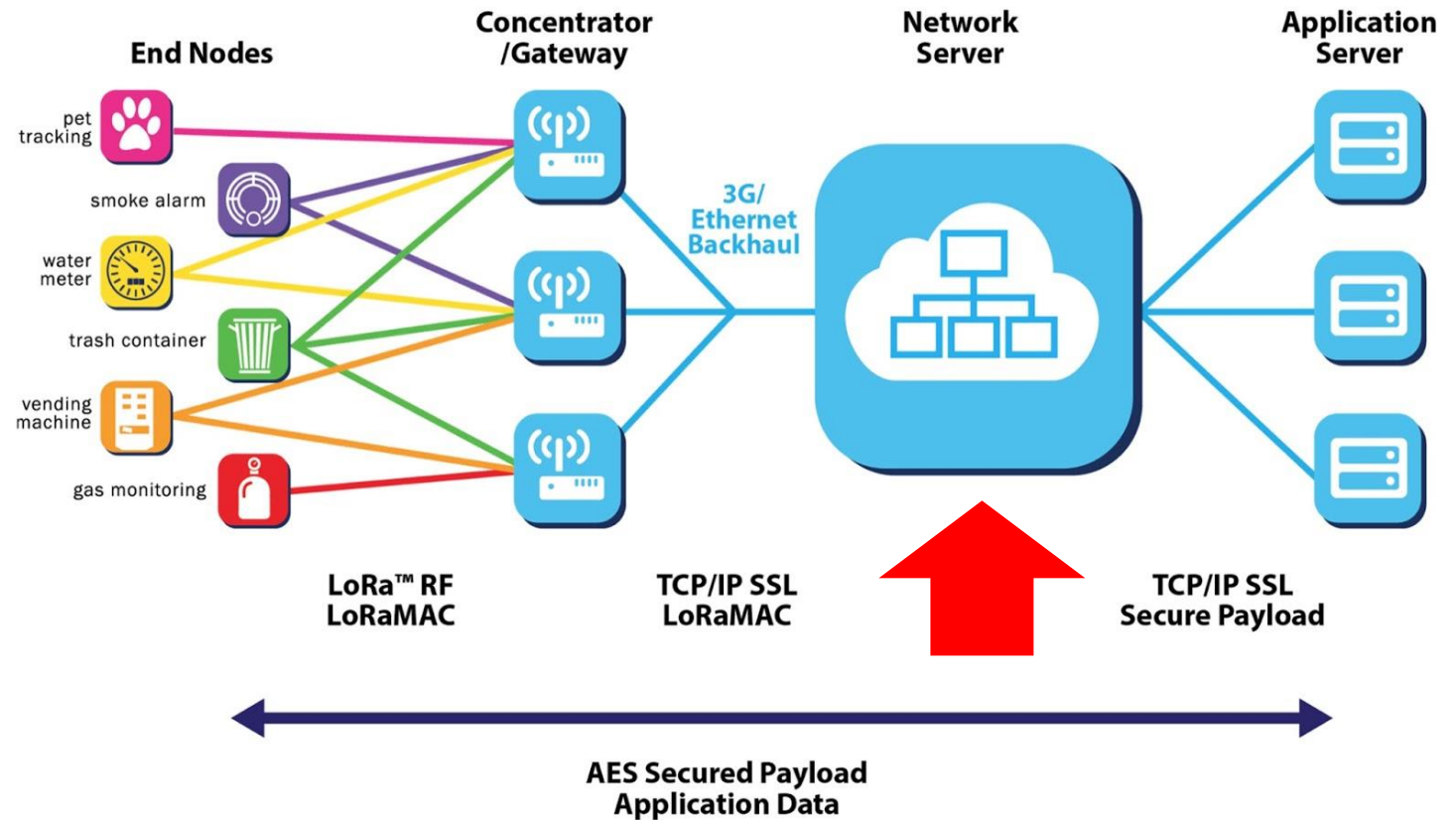
And act on that.

IoT is not merely about connecting Things; It is about using Data to create new Interactions

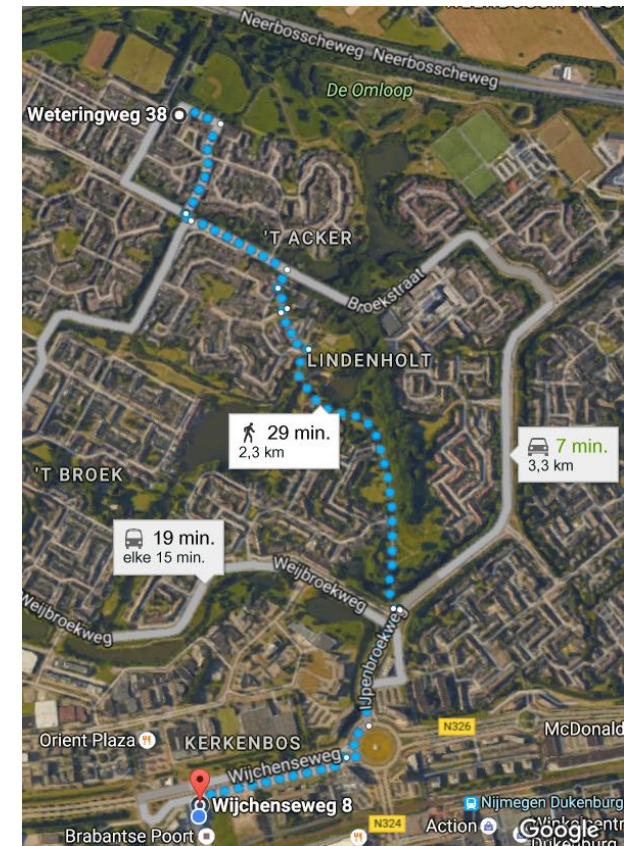
NEXT GENERATION IOT – BASED ON VALUES



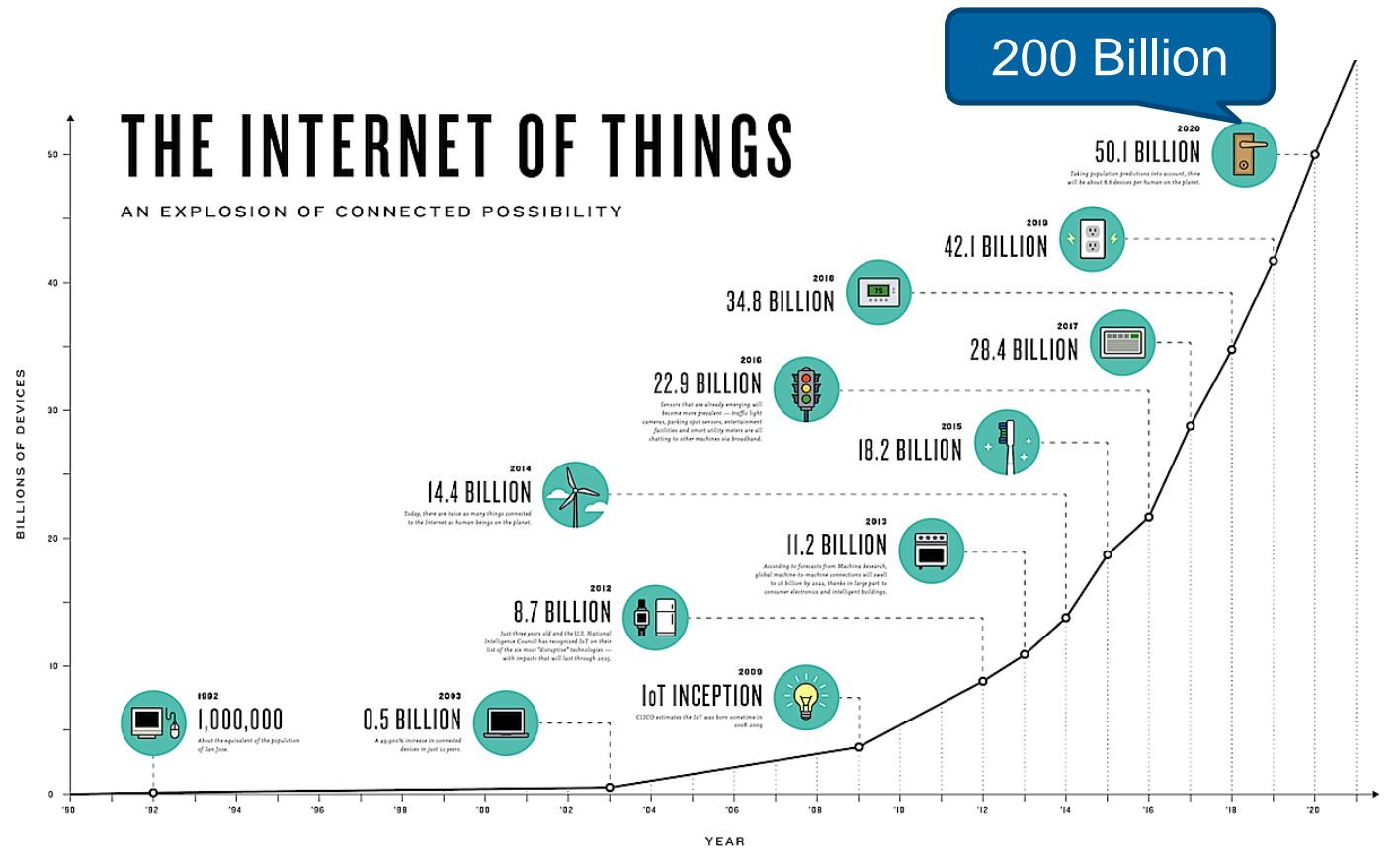
SIMPLICITY, SCALABILITY, SECURITY



SIMPLICITY, SPEED

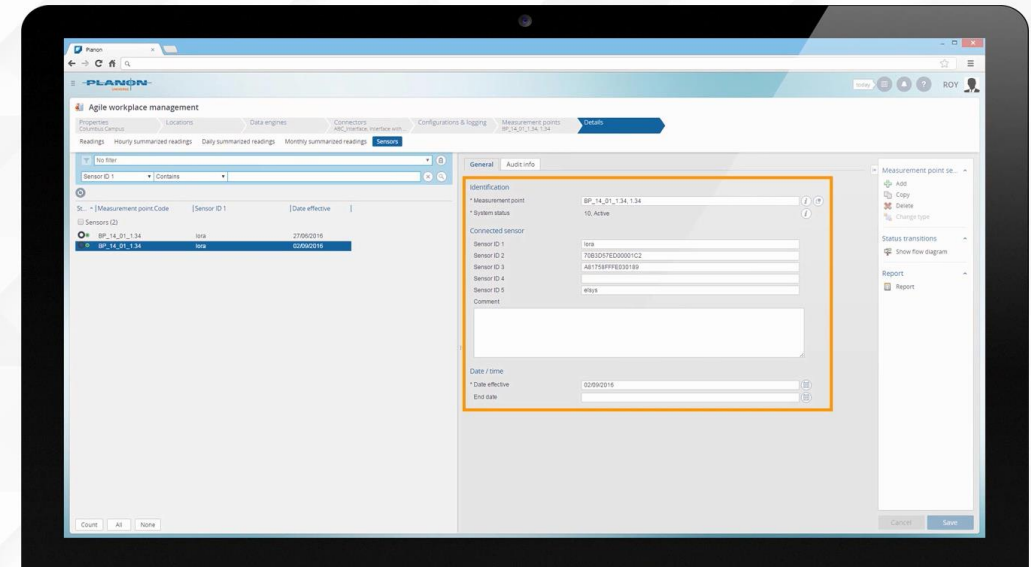
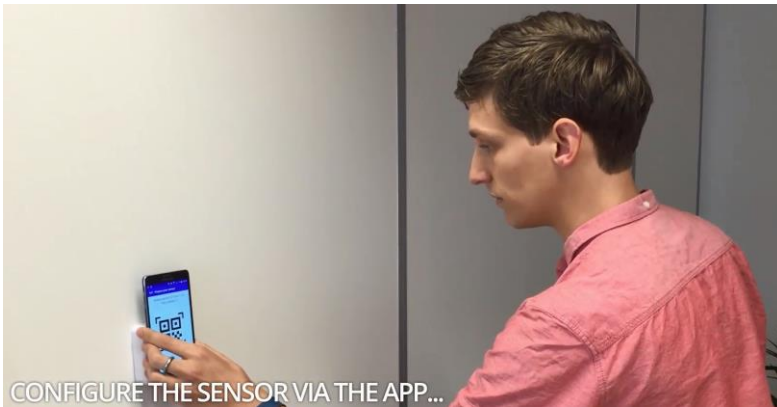


SCALABILITY AND SPEED: VOLUMES



Cisco projections on IoT, www.i-scoop.eu

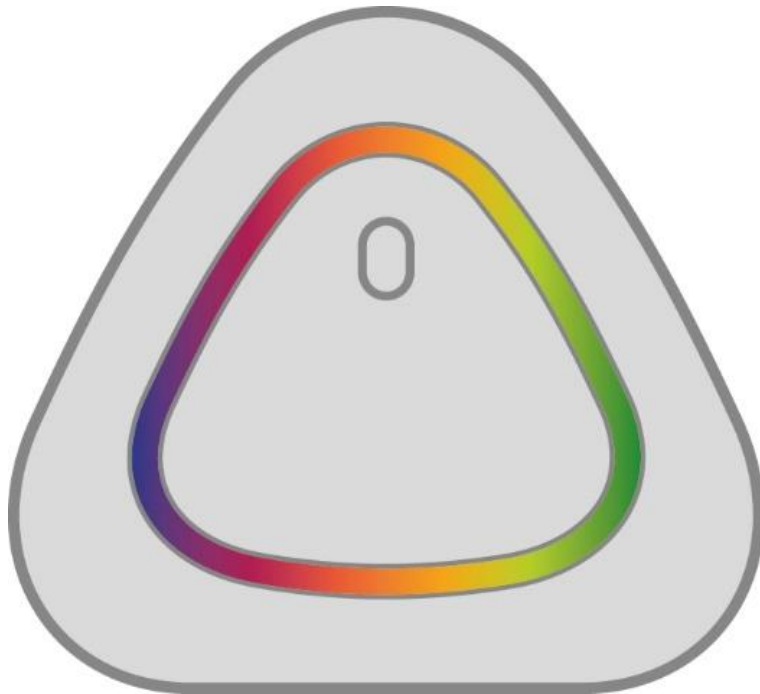
DEVICES ARE ASSETS...



DONE! THE SENSOR IS NOW CONFIGURED AND CONNECTED



POWER OF: VISUAL FEEDBACK



10:47 • Specific



All • Desk • Room



Search • Person • Bookings



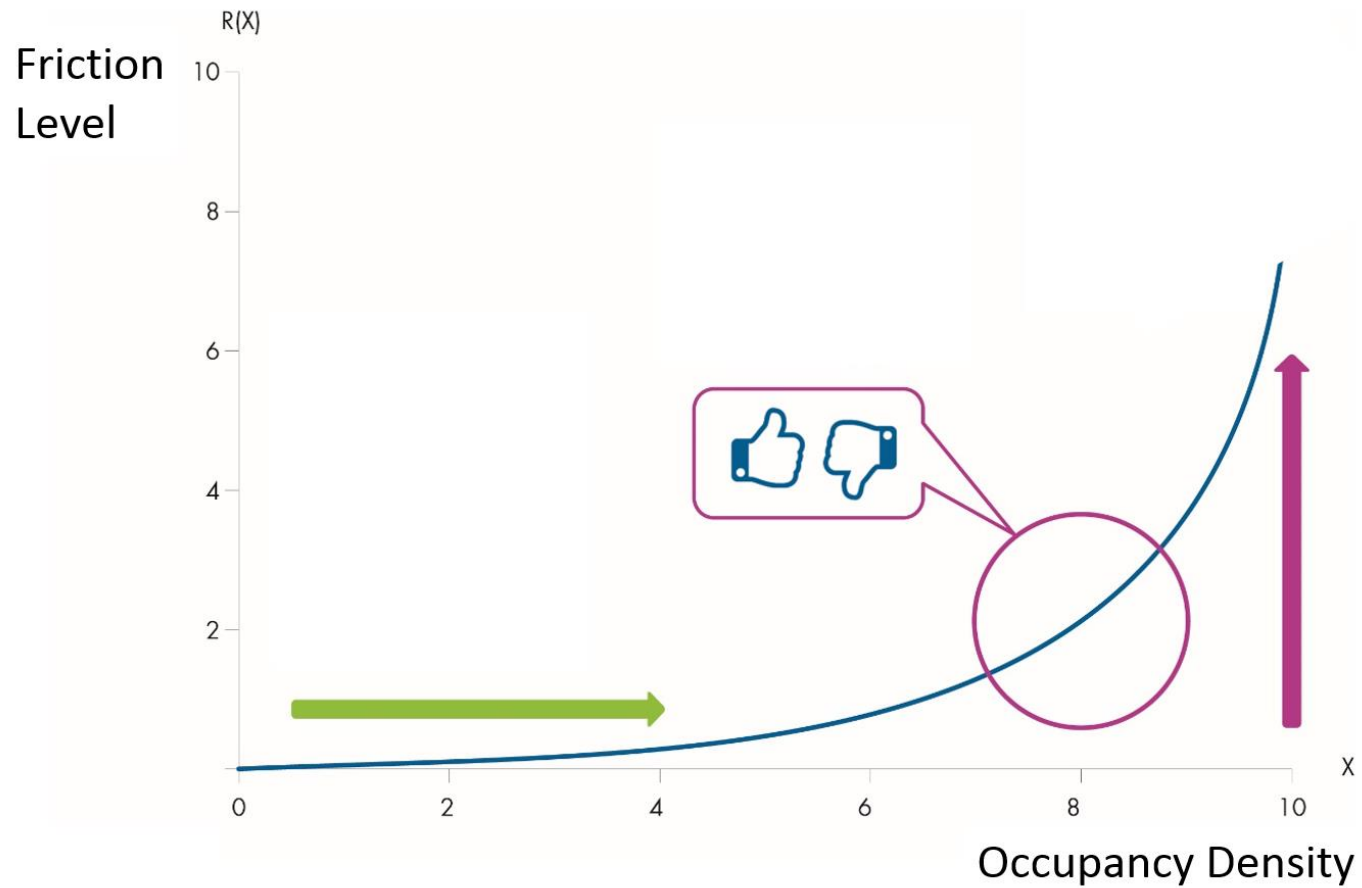
< 5 30 16 30 17 30 18 30 19 30 20 30 21 30 22 30 23 30 24 30 >

Date 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25



Thursday 2 April 2015, 16:15

SPACE DEMAND MANAGEMENT: INFORM-TO-SCALE



Resource
planning

PMFS

SLA

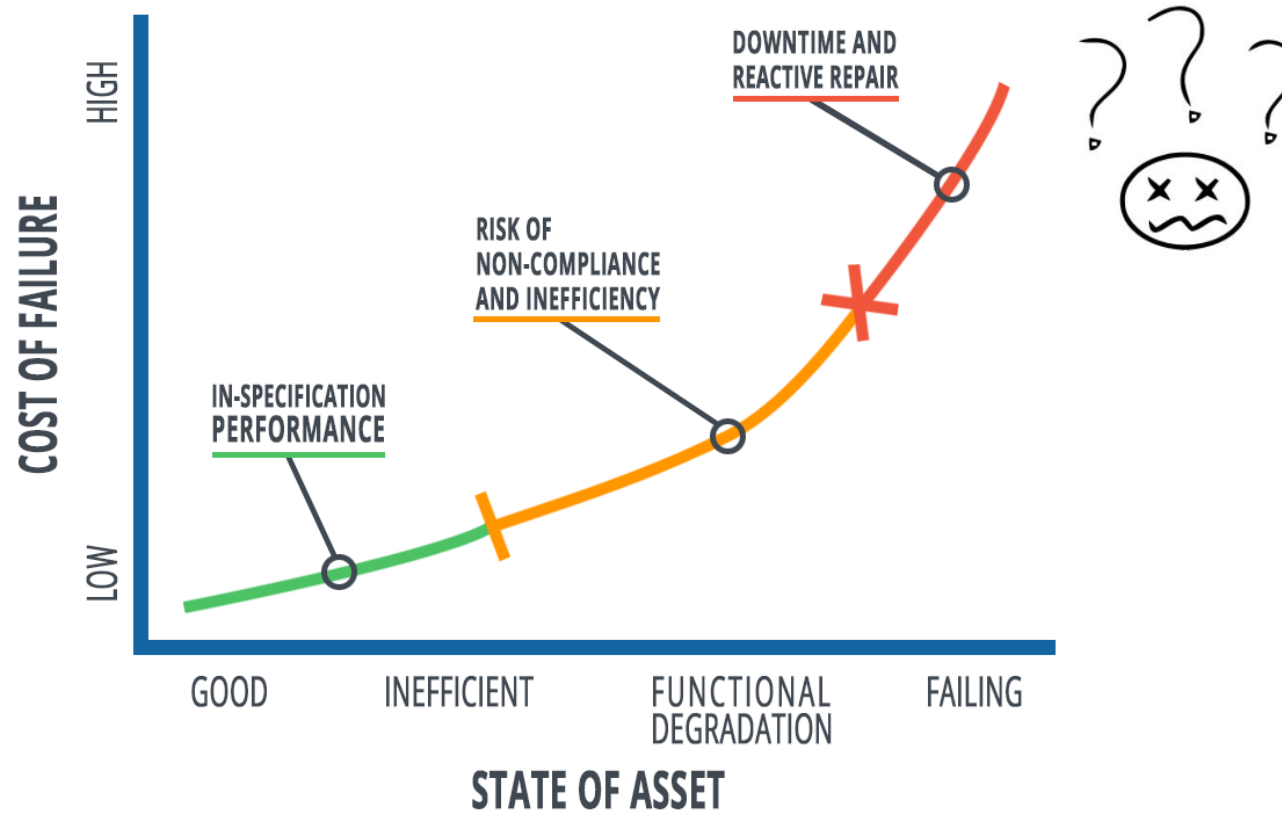
Alarms

Helpdesk

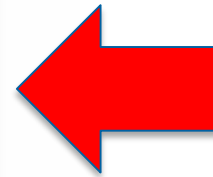
FN 'calls',
APPs



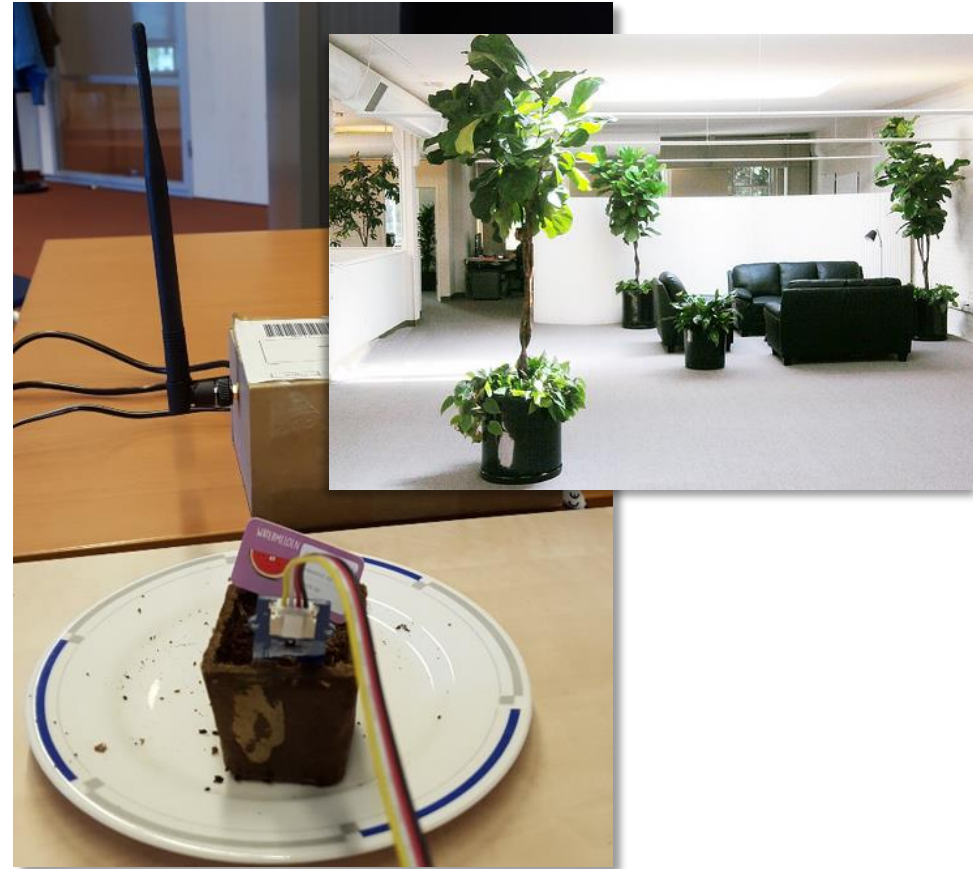
ASSET MANAGEMENT: JUST-IN-TIME



ACTIVITY BASED CLEANING



CONDITIONAL MAINTENANCE (JIT)



THE ROAD TO 'SMARTNESS' IS PAVED WITH DATA

Quantification:
Describe & adapt actual behavior
using simple data: ROI

Smart:
Predicting behavior
Prescribing response

Goal Setting

Connecting

Processing

Learning

Define the
key problem(s)
to address

Sensing &
IoT Networking

Deterministic &
Probabilistic
Algorithms: IFTTT
If This Then That

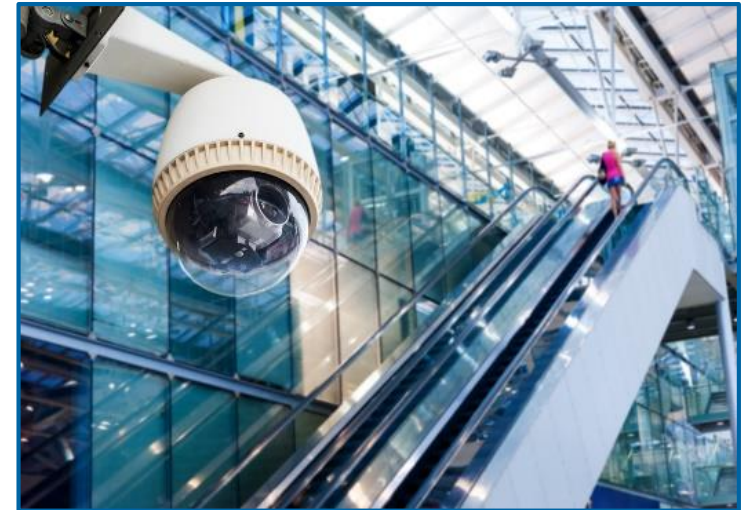
Deep Neural Networks (DNN's)
'Machine Learning', 'Deep Learning'

SMART & LEARNING – ‘ON CHIP’ DNN TECHNOLOGY

Figure 1. Simulated Real-Time Output From a Smart Vision System



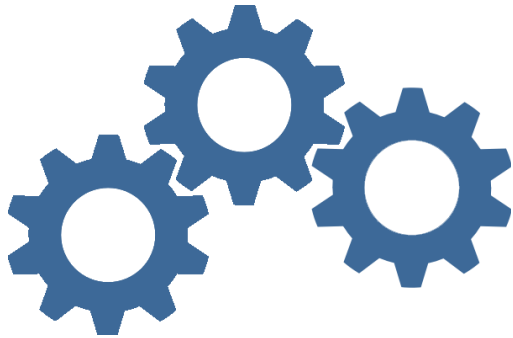
Source: Nvidia



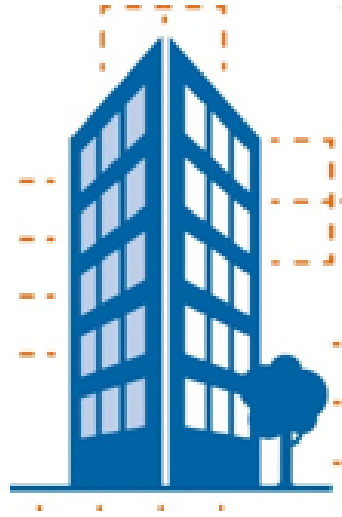
Ref: Gartner, Tom Austin – Smart Machines See Major Breakthroughs After Decades of Failure

NEW DIMENSIONS OF INTEGRATION

I²WMS



Orchestration



Cloud brokering

NEXT GENERATION OF RE & FM MANAGEMENT..

Bachelor Thesis

Quantified Facility Management

"If you can't measure it, you can't manage it"
– Peter Drucker

An advisory report on how a quantified big data approach can contribute to the improvement of the FM function within the building and workplace areas



Maurice Aerts

Concept thesis

Creating an objective data based model of ambient conditions in the physical office environment

Explore the possibilities and contribution of objective data of ambient conditions towards better evidence-based office designs

Maarten van Dijk



COMPLEMENTARY APPROACHES

Leesman[®]



Experiences

Classification

Analysis



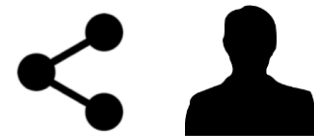
Measurements

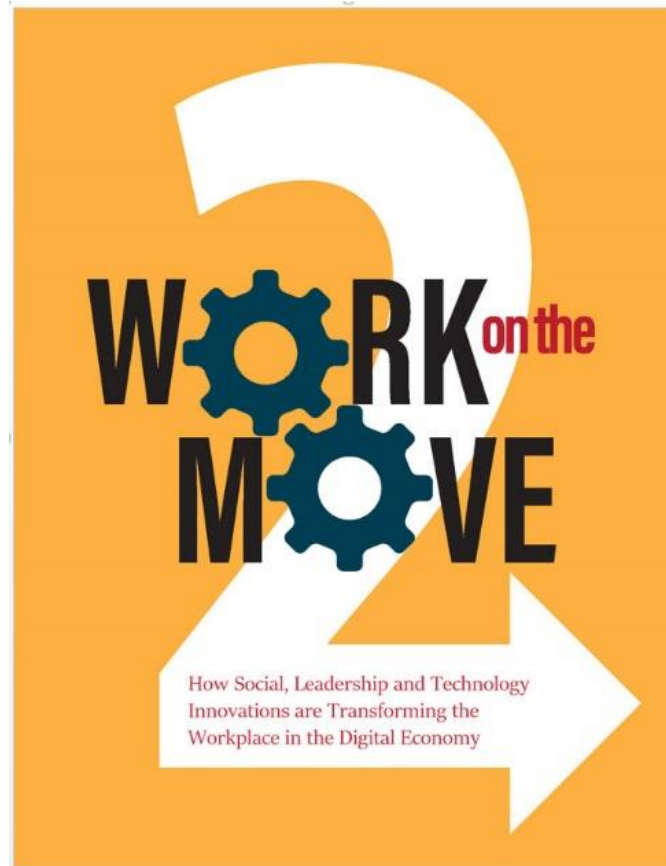
Quantification

Analysis



Better Workplaces





How Social, Leadership and
Technology Innovations are
Transforming the Workplace
in the Digital Economy



Thank you.

Marshmallow challenge

- Build the Tallest Freestanding Structure:

The winning team is the one that has the tallest structure measured from the table top surface to the top of the marshmallow. That means the structure cannot be suspended from a higher structure, like a chair.

- The Entire Marshmallow Must be on Top:

The entire marshmallow needs to be on the top of the structure. Cutting or eating part of the marshmallow disqualifies the team.

- Use as Much or as Little of the Kit:

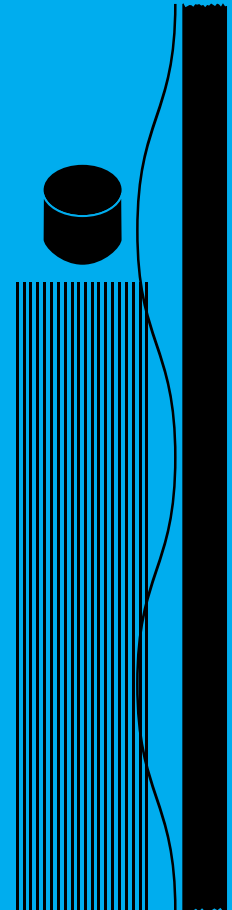
The team can use as many or as few of the 20 spaghetti sticks, as much or as little of the string or tape. of their structure. The team cannot use the tube as part of their structure

- Break up the Spaghetti, String or Tape:

Teams are free to break the spaghetti, cut up the tape and string to create new structures.

- The Challenge Lasts 18 minutes

Teams cannot hold on to the structure when the time runs out. Those touching or supporting the structure at the end of the exercise will be disqualified.



Groups

- **Group 1:** **room 1.18**
Timekeeper: Iwan van Eldijk
- **Group 2:** **room 1.19**
Timekeeper: Ans Toerab
- **Group 3:** **room 1.20**
Timekeeper: Erik Jaspers
- **Group 4 :** **room 1.38**
Timekeeper: Daphne Tollenaar
- **Group 5 & 6:** **room 1.39**
Timekeeper: Gideon van der Burg

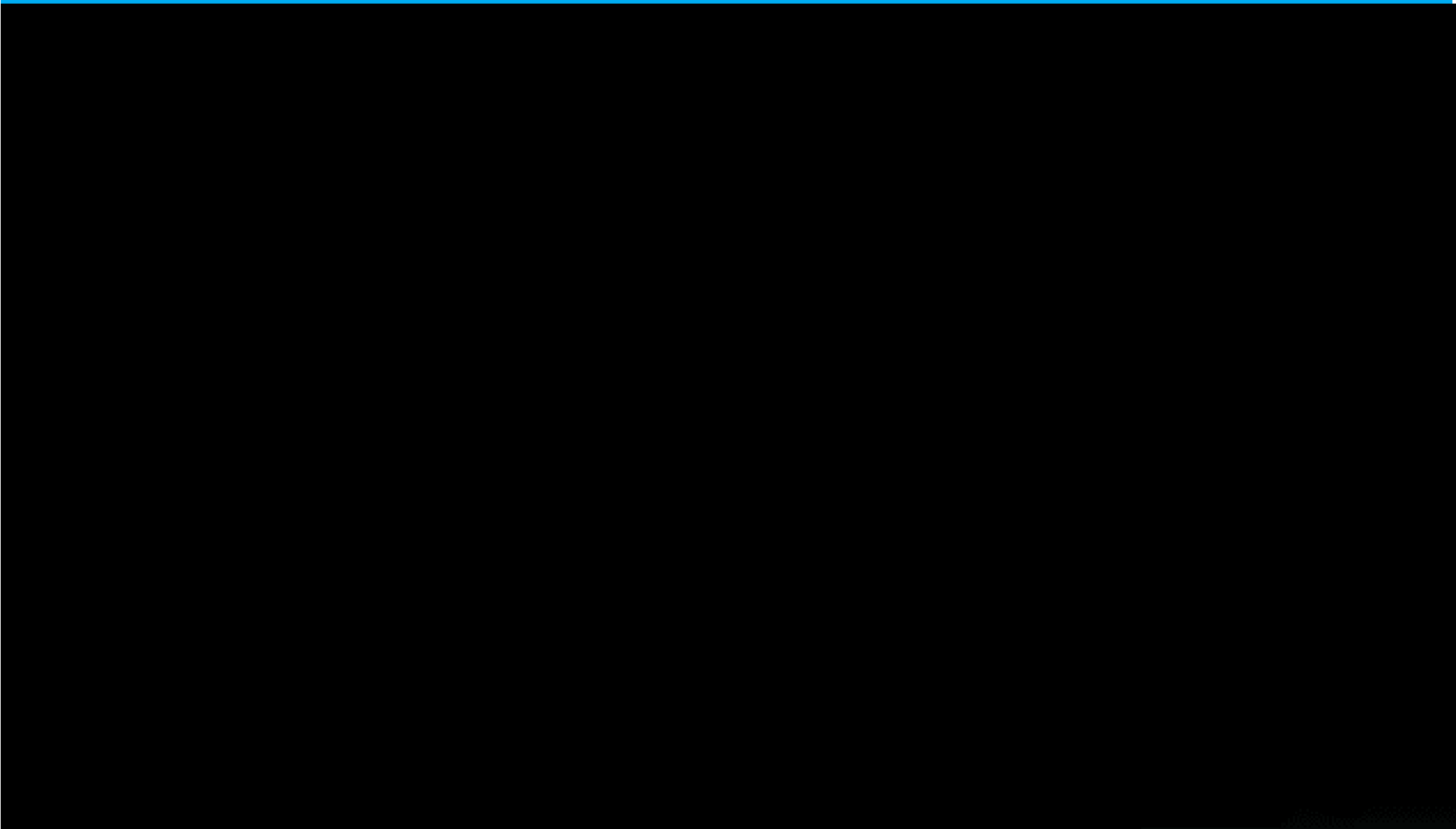
Good Luck!

How would you answer this question?

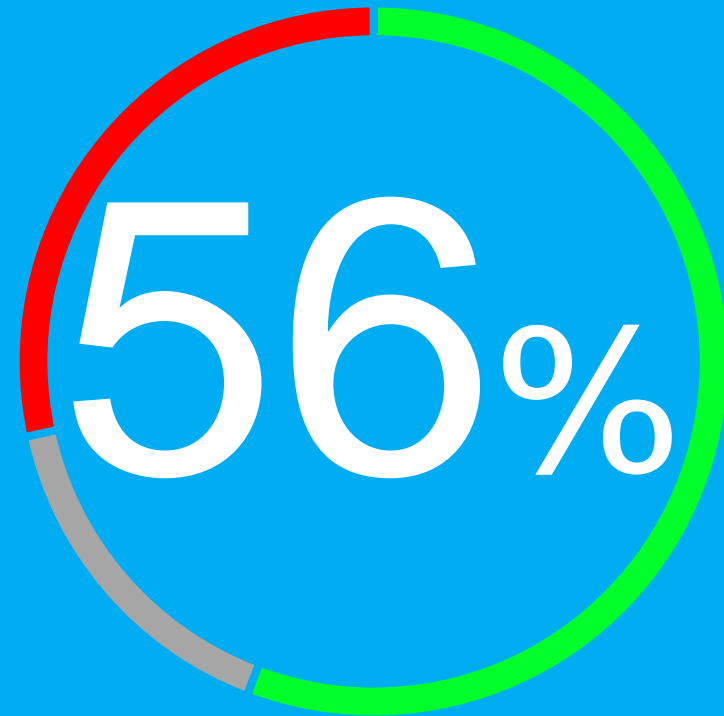
Does your working environment
enables you to work productively?

Yes or No?

Marshmallow challenge



Does your working environment enables you to work productively?



Who won?

Group 1	Productivity	100%	#
	Challenge	42cm	

Group 2	Productivity	0%	#
	Challenge	0cm	

Group 3	Productivity	100%	#
	Challenge	44cm	

Who won?

Group 4	Productivity	50%	#
	Challenge	23,5cm	

Group 5	Productivity	100%	#1
	Challenge	51cm	

Group 6	Productivity	100%	#
	Challenge	44cm	

So what's this all about?

Group 1 (control group)	Productivity	100%	#
	Challenge	42cm	

Group 2 (temperature)	Productivity	0%	#
	Challenge	0cm	

Group 3 (air quality)	Productivity	100%	#
	Challenge	44cm	

So what's this all about?

Group 4 (noise)	Productivity	50%	#
	Challenge	23,5cm	

Group 5 (2 groups)	Productivity	100%	#1
	Challenge	51cm	

Group 6 (2 groups)	Productivity	100%	#
	Challenge	44cm	

Four biggest productivity killers



Temperature control

Average

27%

Leesman+

35%

+8%



Air Quality

Average

34%

Leesman+

50%

+16%



Quiet Rooms for
working alone or in
pairs

Average


26%

Leesman+

47%

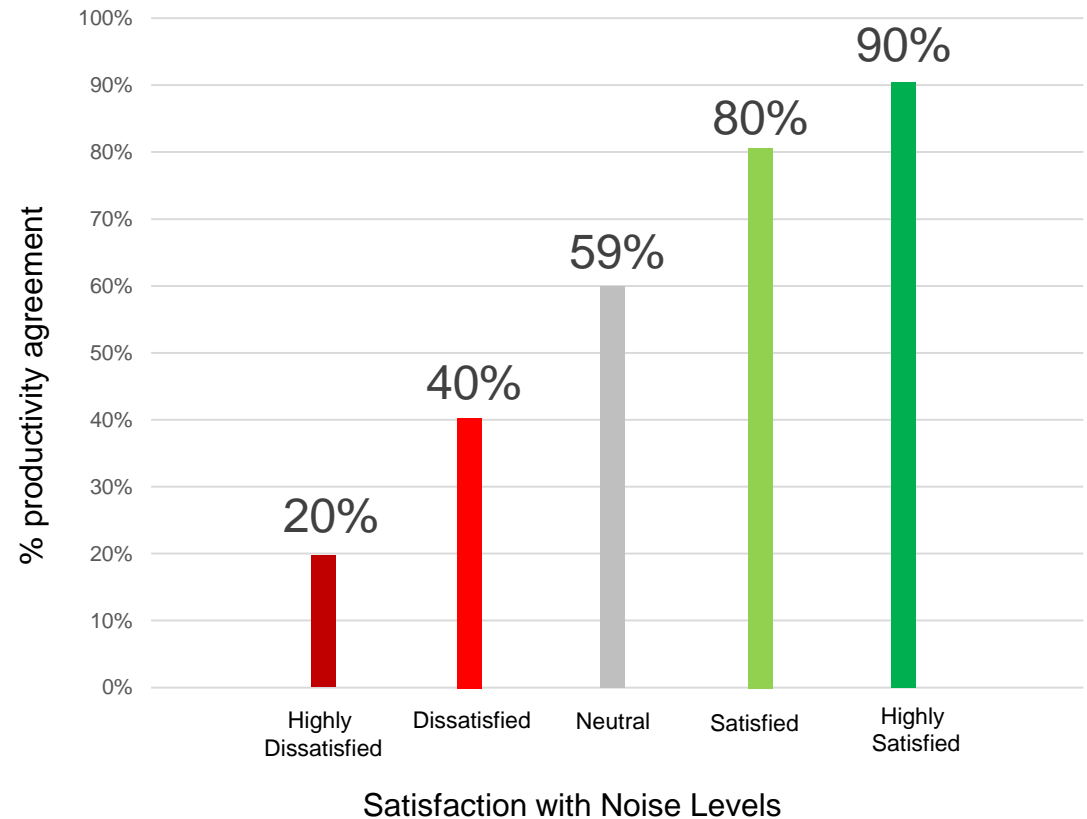
+21%

Four biggest productivity killers

	Noise levels	Average	31%	+9%
		Leesman+	40%	

Four biggest productivity killers

Statistically,
noise level is the
strongest
indicator for
perceived
productivity



Which working environment supports meetings & collaboration best?

1

Activities

Of a list of 21 every respondent selected activities which are important to them

2

Factor Analyses

Which activities statistically cluster together

3

Clusters

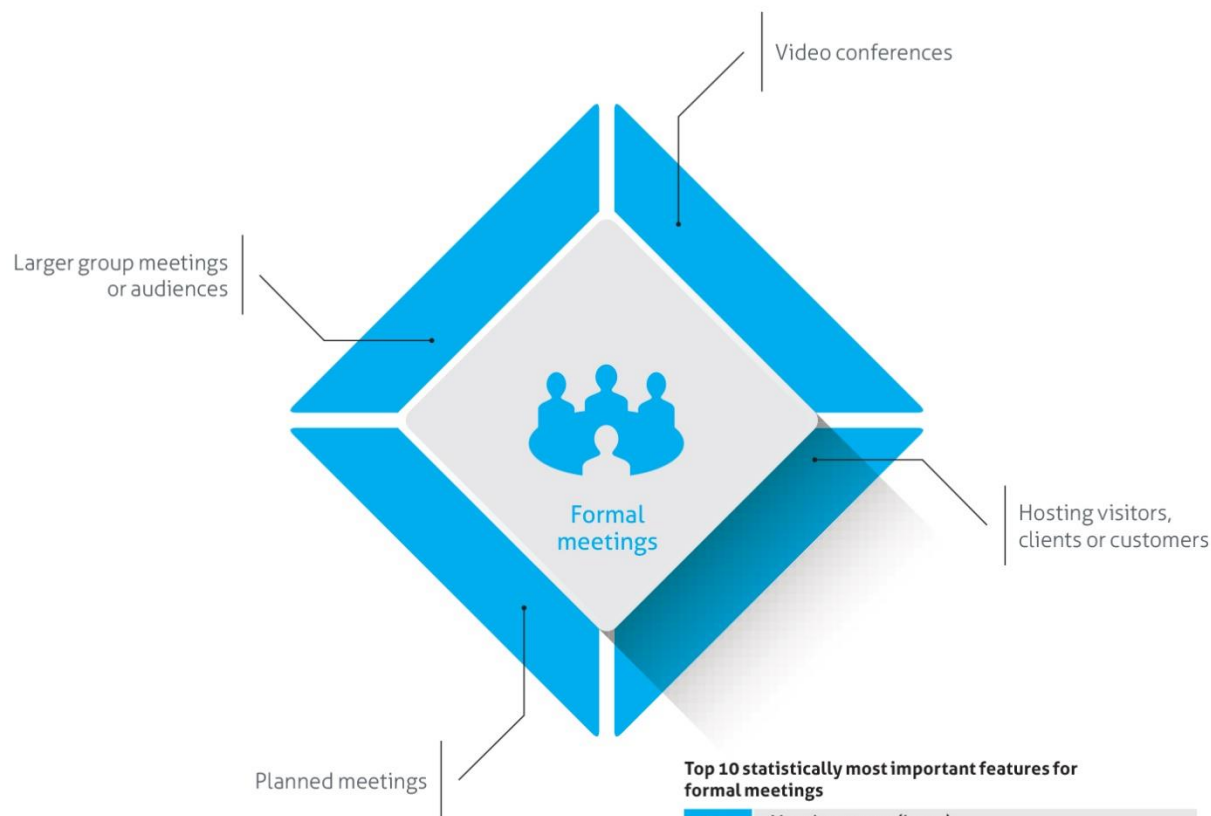
We looked at individual work – formal meetings – collaboration/ interaction

4

Physical and service features - odd ratio's

Based on the activities selected what is the odd that to select specific features

It's not a one dimensional solution

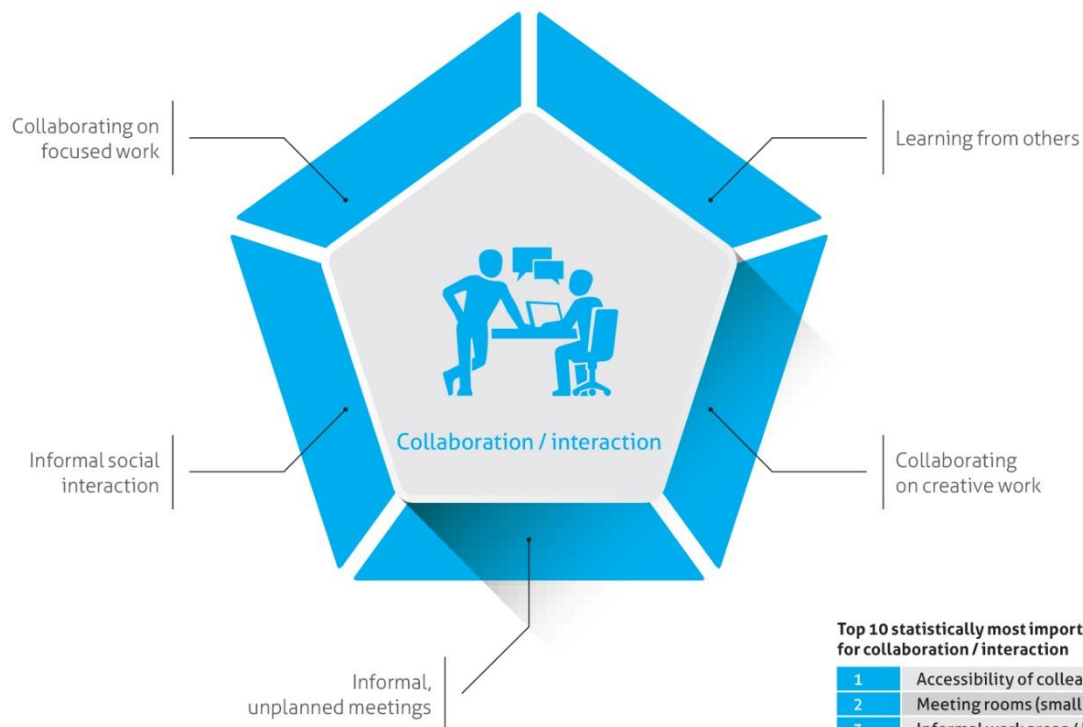


Top 10 statistically most important features for formal meetings

1	Meeting rooms (large)
2	Meeting rooms (small)
3	Desk / Room booking systems
4	Audio-Visual equipment
5	Guest / visitor network access
6	Reception areas
7	Remote access to work files or network
8	Printing / copying / scanning equipment
9	Hospitality services
10	Quiet rooms for working alone or in pairs

Formal Meetings

It's not a one dimensional solution



Top 10 statistically most important features for collaboration / interaction

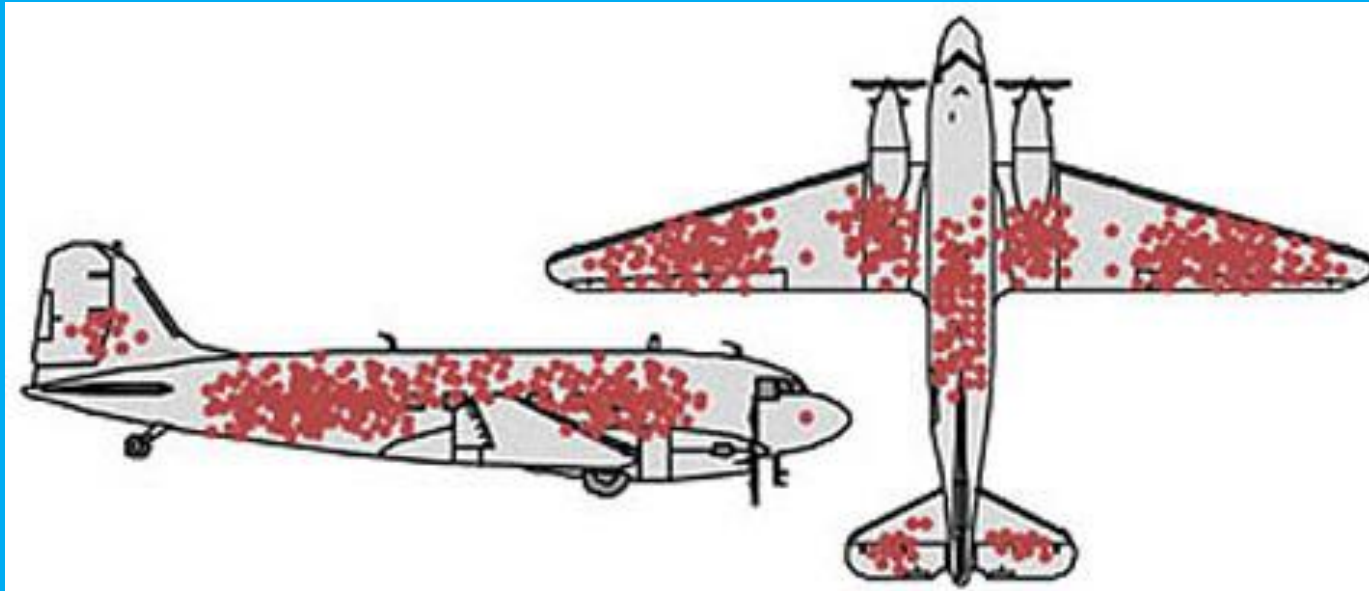
1	Accessibility of colleagues
2	Meeting rooms (small)
3	Informal work areas / breakout zones
4	Variety of different types of workspace
5	Wired in-office network connectivity
6	Natural light
7	Quiet rooms for working alone or in pairs
8	Atriums and Communal Areas
9	Remote access to work files or network
10	Air quality

Collaboration & interaction

What can we take away?

1. Workspaces have an impact on employees effectiveness
2. Occupancy might be high, but effectiveness very low
3. Creating effective workplaces is a multi-dimensional exercise
4. Use evidence in a smart way

What can we take away?



More research..

Leesman[®]_review

A briefing on global workplace strategy, management, satisfaction & effectiveness

This issue: Human Resource Special. Looking at wellness programs, the change process and a case study of Nordia.

Property becomes an HR issue

Britain's coffee shop market by share
In 2013 the total UK coffee shop market was estimated at 16.56T, coffee with a 52.2 billion total turnover. The branded coffee chain segment recorded £2.6 billion turnover across 5,501 outlets. After 15 years of considerable growth, the coffee shop sector continues to be one of the most successful in the UK economy.

UK's top 3 branded chain outlet share in 2013
Costa Coffee 17.8% outlets: ██████████
Starbucks Coffee Company (PSE) ██████████
Cafe Nero (PSE) ██████████

Source: Mintel's Strategic UK Coffee Association, Mintel Coffeebar



Journalists' doomsday predictions of 'the death of the office' abound. But can HR professionals cut through the lazy reporting and help shape a better understanding of the impact of place on people?

Online workplace forums were slightly recently with discussion about an article in the UK's Guardian Online newspaper that asked, "Is this the end of the office as we know it?" Apparently, 46% of UK workers find their local coffee shop a more productive environment than their office. However, the Guardian to the article revealed the journalistic equivalent of bubble wrap. "Content on this page is paid for and produced to a brief agreed with O2 Business."

It is not another article raving about knowledge workers to break from the shackles of their ineffective offices, authored by the mobile communications giants who stand to gain most from weather of mobile tech work becoming reliant on (addicted to) near-constant mobile networks.

The paid-for content was based on "a survey of 10,000 workers" and was conducted by Telefonix O2. Free details are available about the questions that were asked but the resultant findings "revealed that more than half of respondents thought

Opposing opinions please discuss whether wellness campaigns matter: not relevant to organizations and individuals. Has wellness failed? page 1

Opposing opinions please discuss whether wellness campaigns matter: not relevant to organizations and individuals. Has wellness failed? page 1

Issue 115 | 2014 Q2
leesmanindex.com
Data reported 30.09.2014

Leesman Limit 59.8
Lmi 58.0 pre-occupancy
Lmi 57.6 post-occupancy

Our performance
● 88,004 respondents
● 2.3 million sqm measured
● 575 properties
● 25% improvement rate
● 11 score improvement rate

Score improvement
54.3%
The average of my workplace effectiveness score improved

48.7%
My effort to improve my workplace effectiveness

Top Location
1. United States
2. Germany
3. Italy
4. Japan
5. France

Top 5 coffee producers
1. Brazil
2. Vietnam
3. Colombia
4. Indonesia
5. Ethiopia

Top 5 coffee consumers
1. United States
2. Germany
3. Italy
4. Japan
5. France

None of the above countries are located within the Bean Belt

Research method
Top 5 countries, measured and facilitated by respondents, with validation by independent survey

Activities
● 88,004 respondents
● 2.3 million sqm measured
● 575 properties
● 25% improvement rate
● 11 score improvement rate

Facilities
● 88,004 respondents
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100,000+ data report

London - 26th November 2013
Stockholm - 12th November 2015

Lmi 59.9

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Activity Based Working

The rise and rise of ABW: Reshaping the physical, virtual and

Research Question: As the appetite for business strategies that fuel growth or convert complexity and transformation. But as real estate professionals grapple with the demand to promise, or to see real potential not yet even realised?



Leesman[®]_review

A briefing on global workplace strategy, management, satisfaction & effectiveness

- How the global standard works
- Leesman as the mark of outstanding performance
- Why beer, steak and an idyllic country town could change CRE
- Putting user needs front and centre
- Clients getting smart on the importance of effectiveness

Changing the workplace strategy landscape

How data insights built the global workplace effectiveness standard

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