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Have you ever tried to imagine what work will be like in 2020? It’s not easy, but that is exactly what CoreNet Global’s Corporate Real Estate 2020 initiative is all about – envisioning the future of corporate real estate (CRE) and the workplace. Corporate Real Estate 2020 is a research and leadership development program designed and managed by CoreNet Global members to address the business environment in the future and to collect and distribute best practices, tools and studies to meet future business needs effectively. A follow up to Corporate Real Estate 2000 and CoRE 2010, Corporate Real Estate 2020 has brought together more than 280 of the industry’s most thought-provoking and leading minds, as well as several other professionals from areas outside the CRE realm.

Given today’s climate of protracted economic uncertainty, forecasting has never been more challenging. Predictive modeling is often an inexact science, yet considering the outcomes of many of the forecasts CoreNet Global has made in previous renditions, it can prove to be an effective tool for setting expectations. Volatility withstanding, companies, industries, professions and other types of networks need to set a baseline to gauge and anticipate change as best as current indicators and history allow.

This report explores the major trends discovered and studied by the Enterprise Leadership team to aid corporate real estate executives and professionals in becoming the most effective leaders in an increasingly complex business environment.
Corporate Real Estate 2020 began in August 2011 and continued through May 2012. The program was launched at the AT&T headquarters in Dallas, where a group of more than 70 senior thought leaders convened to discuss the business environment in the year 2020 and create an overall vision of the future and what the impact on CRE will be. From this discussion, it was concluded that the research would be carried out by breaking down the profession into eight dimensions unique to CRE.

Following the official launch meeting in Dallas, each of the eight teams was tasked with defining its goals and predictions. Using the overall vision of the world in 2020 and its impact on CRE as context, each team created a set of Bold Statements.

The Bold Statements were developed, evaluated and finalized throughout the first months of the project using recent research findings from a variety of resources and topic-specific group discussions. The statements, a prediction of where a typical CoreNet Global member firm would stand in 2020, were based on what the teams “thought” would happen, not what they “wanted” to happen, reflecting varying degrees of forward thinking.

Using the overall vision of the world in 2020 and its impact on CRE as context, each team created a set of Bold Statements.
Interview insights, materials and Summit feedback were synthesized on a number of levels. The research team met regularly to review the materials collected to determine emerging viewpoints and implications.

The following diagram illustrates the research timeline/process. Appendices B and E list the Enterprise Leadership team members and organizations interviewed.

**FIGURE 1.1 | KEY STEPS IN RESEARCH PROCESS**

1. Visioning Meeting in Dallas
2. Creation of Eight Research Teams
3. Bold Statements Created
4. Evaluation of Bold Statements at Corenet Global Summits
5. Validated through Global End-User Member Survey
6. Validated and Finalized by Industry Leaders
7. Interviews Conducted with Professionals
8. Materials Analyzed and Conclusions Agreed Upon
9. San Diego Summit Results Presentation
10. Reports Distributed
EXECUTIVE SUMMARY

The purpose of this report is to summarize the findings from the Corporate Real Estate 2020 research team that explored the topic of Enterprise Leadership and what senior corporate real estate executives must do to become more effective leaders in their organizations by 2020.

By 2020, the corporate real estate (CRE) leader will evolve from a subject matter specialist to a strategic partner with a broad knowledge of business strategies. He or she will display a mastery of the core functions of the CRE role while demonstrating an ability to add value to the enterprise by identifying potential synergies and efficiencies across the organization. In this respect, the CRE leader of 2020 will demonstrate a diverse set of skills beyond basic transaction management to better enable access and opportunities to influence strategy with other group leaders to gain status as an equal partner.

As he or she naturally assumes a larger, more collaborative role in the corporate structure, the CRE leader of 2020 will capitalize on a diversified skill set to focus on customer relationship and process management. Further, he or she will leverage knowledge of the expectations and regulations of the mature and emerging markets in which the company operates to help shape and advocate their company’s sustainability and corporate social responsibility agenda.

CRE will leverage its collaborative relationships with IT and HR to proactively advocate for the adoption of emerging technologies. As evolving technology increasingly encourages mobility in the work force, CRE leaders will focus on optimizing costs while driving employee productivity by designing collaborative, flexible workspaces that are adapted to the specific needs of the work force and reinforce the organization’s culture and values.

As CRE leaders integrate technology to achieve effective workplace solutions, it is incumbent on leaders to demonstrably measure the impact of such enhancements on various phases of workplace productivity to align workplace design initiatives with overall corporate strategies. Whether measuring the impact of workplace infrastructure on productivity or the enterprise, there remains much room for growth and a tremendous opportunity for CRE to assume leadership to drive innovation in this area. Increasing CRE’s value within the
The CRE leader of 2020 will embrace this vital collaborative role in their company, from which they are able to manage process, strategy and transaction.

corporate environment requires advancing our conversations from cost alone to both cost and value. Measuring the impact of workplace infrastructure on business units and the enterprise is fundamental to that progression.

CRE leaders will continue to face headcount and cost constraints due to persistent global recessionary conditions. In this environment, CRE leaders will be further incentivized to leverage increasingly strategic and collaborative relationships with supply-side service providers to champion initiatives that senior leaders have.

The CRE leader of 2020 will embrace this vital collaborative role in their company, from which they are able to manage process, strategy and transaction. He or she will also gain a deeper appreciation for the effect of policy implementation on infrastructure and will leverage this knowledge and these skills to actively promote the culture, brand and employee engagement of its organization.
By 2020, senior leaders will evolve from subject matter specialists focused on execution to integrators, change agents and strategists who are viewed internally as an essential, equal partner to and for the business.

A challenging economic environment and a disparate range of corporate strategic initiatives will require the continued evolution of the corporate real estate (CRE) executive going forward into a strategic partner with a broad knowledge of business strategies. This represents a continuation of ideas advanced in the CoreNet Global Corporate Real Estate 2010 (e.g., CoRE 2010) research initiative, in which the CRE executive was expected to lead collaborative teams across the enterprise to design and deploy new network-based business and infrastructure models. One reason for the upward, steady progression of CRE on the corporate value chain is CRE’s ability to respond to the moment regardless of the economic situation.

Such a transformation represents a journey in which some companies have advanced the ball further and will get there sooner than others. Although challenges persist to the ultimate realization of this change in full, many CRE executives have already assumed the roles of integrators, change agents and strategists to a certain extent across multiple industries. Some of these changes may be linked to the predominant corporate strategy targeting operational efficiencies and overall cost reduction measures undertaken in response to a challenging economy. From the perspective of Mike Napier, Executive Vice President for Real Estate at Royal Dutch Shell plc, who oversees a global portfolio of approximately 25 million sq. ft. (2.3 million sq. m.), “I do not see the economic climate improving rapidly anytime soon, and we will face a difficult market. If anything, the need becomes more acute in the current economic world ... more strategists, more professionals, more true leaders, more business leaders.”

For Mark Nicholls, Chief Administrative Officer with Sony Electronics, which has about 4.5 million sq. ft. (418,000 sq. m.) of space, “I am expected to be doing all of those things today. If you are making this change seven or eight years from now, I do not think you are employed.” At Microsoft, the transformation of CRE to integrator and equal partner has largely taken place already. Its worldwide real estate group is regionally oriented, with a center of excellence implementing best practices and systems across all the regions. General Manager of Worldwide Real Estate Chris Owens, in charge of a 35-million-sq.-ft. (3.3-million-sq.-m.) portfolio, sees the integrator role as a potential differentiator for CRE organizations. Owens noted “our organization is one of the few organizations that actually spans across and has visibility across all the business units at Microsoft.” From this position, his group is able to “see opportunities for synergy and efficiency between different organizations within our company whether they are the core clients ... or they are connecting the dots between other support organizations.”
For **Mark Gorman**, MCR, SLCR, Vice President of Corporate Real Estate and Facilities with **Ciena Corp.**, with its more than 4,000 employees in 30 countries, this integrator role also assumes a geographic component. Organizationally, overall transaction management, workplace planning, overall portfolio strategy, general governance and oversight are governed by his global real estate leadership team. This structure includes a geographic delivery component, “Engaging with customers on the ground and making sure we are delivering what is needed and staying current with the business strategies and execution plans,” according to Gorman. This structure provides a different perspective and allows Gorman’s team to close what is commonly referred to as a blind spot around the world to effectively deliver solutions and fill that differentiator role. “We are able to talk more about risk and general infrastructure conditions, all these things that help companies make better decisions about their location strategy. We are able to bring a level of intelligence to the dialogue that most of the business functions do not have,” he added.

For **Rick Bertasi**, Managing Director, Global Head of Corporate Real Estate and Services at **Deutsche Bank AG**, “The most important skill is business management skills, not just real estate occupancy skills. I think that will increasingly be important because when you get to the top of these big organizations, increasingly the challenges you are facing are complex business questions for which real estate is only a component of the answer.” The bank has some 100,000 employees worldwide.

According to **Sarah Abrams**, Senior Vice President, Head of Global Real Estate at **Iron Mountain**, “Figuring out the best way to integrate real estate as an enabler to the business requires you to really understand the business.” Effective CRE leaders must also “be very good, polished sales and relationship people. They need to be able to sell the vision and the value proposition of real estate as a business enabler. Often real estate executives new to a leadership role do not get that they have to be out there in front in a way that allows them to influence across the organization,” added Abrams, who manages a global portfolio of 65 million sq. ft. (6 million sq. m.) in 35 countries.

The CRE executive needs to be seen as a business partner and to be reporting at the senior level within the organization. To assume an equal partnership in the C-Suite will likely necessitate a changing profile for the ideal CRE executive. As noted by **Tod Lickerman**, CEO Corporate Solutions at **Jones Lang LaSalle**, in *THE LEADER*, “You see a lot more people in the CRE chair who did not come up through CRE ... and that is a good thing.” **Mike Thomas**, Vice President, Administration and Real Estate at **Allstate Insurance**, has a real estate background. As the needs of the organization evolved, he said, “We replaced certain real estate technical leaders in the department with people who have accounting and operational backgrounds and high business acumen. Feathering in a good mix of real estate-centric with operational-centric leaders is working very successfully.” Allstate’s real estate portfolio includes some 12 million sq. ft. (1.1 million sq. m.) of space.
As companies pursue cost-control strategies to achieve operational efficiencies, it is incumbent on the CRE executive to evolve beyond the transactional to the strategic level. According to Gorman, “When I am invited into the C-suite or invited to meet with the executive leadership team, it is not to talk about bricks and sticks. It really does become a dialogue about what else we can bring to the table. That is where, honestly, many times CRE leaders do not realize just how much they know that is of additional value to the business.”

Microsoft’s Owens observed that this additional value may derive from the ability of CRE leaders to understand such exogenous factors as demography, economics, politics, sociology and psychology to look out over the horizon to appreciate what developments need to take place in CRE in the future. This will likely include the appraisal of new enterprises that originate in emerging markets and an understanding of the ideologies and business practices that characterize these regions in which most CRE groups have limited experience.

As indicated by an example provided by one U.S.-based end user, senior leaders are already playing a vital role in change management as well. “We are renovating our headquarters building. When we moved out, we had 2,500 assigned to the building. When we move in, we will have 4,500 people assigned to the building. We have consolidated facilities, and we are taking advantage of the fact that many people are not at their desks all the time, but we will have a seat for everyone. We are making it a much more collaborative place,” he stated.

At one U.S.-based company, which has a real estate portfolio of approximately 150 million sq. ft. (14 million sq. m.), the workplace is viewed as comprising information technology (IT), human resources (HR) and CRE. “We are now at a point where the IT tools are getting where that makes a lot more sense and our HR groups are more engaged because they are seeing that. Agile work and flex work is becoming a much bigger piece of how they view their space and their place, and not just a facilities view,” reported a senior end user. His group is being engaged to evaluate proposed organizational changes from a facilities standpoint to ensure compliance with the overall business strategy while achieving optimal workplace costs, a role increasingly highlighted for the CRE groups. By implementing creative real estate solutions, CRE leaders have effectively evolved into this strategic advisory role.

Challenges remain on the path for the CRE executive to being viewed as an equal partner in the business. Gary Pellett, Head of Properties at Bank of New Zealand, which has approximately 1.4 million sq. ft. (130,000 sq. m.) of space, indicated a lack of visibility in his personal experience demonstrates “that ‘equal partnership’ still has to be earned.” While IT and HR are often at the table, CRE has yet to make that transition. Rather, in most
organizations the CRE leadership reports up to the C-Suite through some other functional leadership structure. To assume a seat at the table requires that cost management be balanced against the ability to grow so that CRE has also placed the business in a position to expand. This approach highlights the need for the CRE leader to think like a shareholder and approach situations from a business perspective as opposed to a strictly real estate perspective to effectively transition to enterprise leadership. One respondent identified financial skills as another vital differentiator for the CRE executive to better enable access and opportunities to influence strategy with other group leaders.

**Billy Davidson**, Group Property Director with **Vodafone Group Services Limited**, noted from his perspective in the telecom industry that, “Property in many operating companies, particularly in telecom, is not seen as a core activity and ... the business leaders struggle to see property people as equals. Some property people can be seen as being slightly more narrow in their approach to things.” Additionally, the relative share of property costs represented in a company’s overall operational costs may also dissuade the inclusion of the corporate real estate executive at the table. As Davidson cited in his experience in the telecom industry, “In my most expensive country, property accounts for only 12 percent of operating expenses.” However, he conceded that such considerations would not hold true for occupiers like banks and large supermarket chains where property costs represent a larger share of operating expenses necessitating a different role for CRE leaders. Vodafone’s real estate portfolio of some 5,100 properties covers approximately 22.6 million sq. ft. (2.1 million sq. m.).

Microsoft’s Owens indicated that there are some additional prerequisites to being the integrator. “For instance, you can’t have multiple real estate units in the company and still be that integrator. Many CRE organizations are still working up that food chain.” Along that line of thought, a senior end user based in Asia noted a divergence of paths in today’s marketplace for the CRE leader. On one, the subject matter experts are transitioning to strategists. On the other path, Harris noted a “move within the procurement or supply-chain areas to have a lot of category managers. Many companies are taking the view that real estate is just a category spend. So by 2020 you might see a large number of real estate specialists embedded under the procurement side of the equation.”
Senior leaders will be competent in the core business and possess a skill set that is diversified, cross-functional and focused on customer relationship and process management. They will advocate sustainability and corporate social responsibility goals.

As a corollary to the evolution of CRE senior leadership into integrators and equal partners in the corporate structure, it is expected that senior leaders in CRE will naturally assume a larger, collaborative role in the corporate structure. This represents a continuation of a theme raised in CoRE 2010 in which it was posited that the CRE executive would play a leading role in introducing and managing the firm’s sustainability agenda and aligning those strategies with company goals and stakeholder concerns. Then, as now, CRE leaders can help shape their company’s sustainability and corporate social responsibility (CSR) agenda with knowledge of the expectations and regulations of the communities and countries in which it operates.

Mike Napier offered his perspective on this emerging trend from the energy industry. “If I look at possible trends in the corporate world, one that comes through strongly is the need to work closely with HR and IT on workplace solutions. I am seeing signs that it goes beyond cooperation and companies are looking to get economies of scale and greater efficiencies by combining some of the corporate functions.” This transition can be seen already in some of the leading-edge and more mature companies, as the penetration of CRE in multiple segments of the business requires a cross-functional, diversified leadership unique to the CRE leadership. Mark Gorman “already sees many examples out there where it is the leading-edge members of CRE doing this, simply seeing the opportunity where companies are in need of leadership and CRE seems to be the natural fit.” The successful leader of 2020 will be able to synthesize a clear strategy based on a disparate array of exogenous factors and a clear understanding of the internal functions that must be utilized to bring such ideas to fruition.

As a natural outgrowth of this diversified, multifunction skill set, CRE will assume leadership of customer relationship management (CRM) and process management. Such an evolution will require a generalist’s approach as CRE moves away from the primarily transaction-based model of the past. Billy Davidson provided an example of how this change might best occur. “Often you will find general managers will come into property but property people find it difficult to break out of property. So I think that property people need to be seen just like a Finance person or HR person or legal person who has skill sets that are transferable to different parts of the business. Until people see that skill set as transferable, you will never have property people transferring to other functions,” noted Davidson.
Again, emphasis is placed on gaining equal footing with other internal functions vital to workplace management. The transformation will cut across industries and regions to capitalize on the customer-centric business acumen and collaborative skills required to bring solutions forward that is unique to CRE. Noted a U.S.-based end user, “I think that organizationally real estate leaders will be viewed more collaboratively and more as a business partner, as a resource to go to versus in some of the organizations today they are more of an afterthought. I think HR and IT and marketing will really see the real estate function differently because it helps them drive the right initiatives that they are focused on.”

Frank Robinson, MCR, Vice President of Real Estate Services at McKesson, provides an example of this organizational structure from within the healthcare industry. “We have a right arm and left arm: The right arm is the customer relationship group that understands the business of the business; the left arm is the group that is responsible for delivering, and in our case it is a very lean internal organization that is then supported by a much larger service provider organization. The skill set does require our internal folks to have more of an emphasis on tolerance for ambiguity and a deep ability to question things but question them in a way that is not perceived by the business unit as a threat as much as ‘Help me understand this so I can work with you to find the better solution.’” Robinson and his team manage a 20-million-sq.-ft. (1.9 million-sq.-m.) portfolio.

From an overall strategy standpoint, Microsoft provides an example of how this evolution of CRE into CRM may occur in the future through its New Vendor Model. The aim of this program is to optimize the delivery of basic real estate services to attain the highest quality and consistency. The program advances beyond basic cost management to free important resources within CRE to “get the capability and capacity of our employees to be client relationship managers and strategists and planners,” said Owens, with decreased focus on execution oversight and tactical vendor management.

This follows through to process management, whereby efficiencies are identified to unite activities traditionally restricted to individual silos to create a more holistic view of the process. For Robinson, this will yield “a much more coordinated office of program management that has high visibility around it and early warning systems when things do not happen early in the process” in which the ability to see real estate decision making is going to be an important part of that journey.

Mike Napier expects a logical extension of this transition to process management where the focus is more on outcomes, “Relationship management within the corporation is absolutely essential and process management will remain key, but I think the emphasis on corporates is shifting from process
management to outcome management. People want to simplify and standardize their processes but what they really want at the moment is strong and effective and successful outcomes.”

Sarah Abrams echoes that sentiment from her perspective while also emphasizing the importance of avoiding leadership that places too much focus on process management alone. For Abrams, “The bottom line is that CRE leaders must understand why process management is important as well as understanding what good process management looks like and can achieve. On the other hand, I do not believe that a CRE leader needs to personally be the process guru of their team. That is a specialized skill set that can be acquired. In fact many of the skills I believe are most important in a CRE leader are rarely found in someone who thinks process first.”

The focus again here is on a diversified team capable of handling the mission focused on delivering an end result that is not restricted by specifically prescribed process. For Mike Napier, this means that “senior leaders are prepared to compromise on standardized processes, provided the outcomes are what they want...The preoccupation with processes is going to start to wane and we will focus more on outcomes and deliverables, more on the bottom-line impact.”

The effective CRE leader will possess a good understanding of the business and strong customer relationships to ensure development of good requirements targeting the outcome. According to Rick Kriva, Vice President of Global Real Estate with Honeywell International, which has 60 million square feet (5.6 million square meters) of space, “You need to know enough about the businesses to know what the critical parameters are to support them in their success but also to have the relationships to be able to influence that and to be effective in considering other alternatives.”

Though effective CRE leaders may not necessarily possess a real estate background, they must have an understanding of that discipline, along with a strong knowledge of the IT, Finance and HR functions to comfortably operate outside their traditional comfort zones. Mert Livingstone, Vice President of Workplace Solutions with Johnson & Johnson, highlighted the importance of being able to translate business strategy into real estate strategy. The effective CRE leader of 2020 will possess such translational skills and be able to push back without just taking orders to drive overall strategy.

Sony Electronics’ Mark Nicholls “would add best practices determination and alignment” to the client relationships and process management disciplines of the CRE leader of 2020. For Nicholls, alignment could be construed as simply “meaning that you can’t be saying one thing and doing another thing.”

Respondents from a diverse array of industries including software, insurance and financial services reported that CRE remains in a supporting role for CSR in today’s environment. Chris Owens with Microsoft expects this role to continue within his
own organization as CRE leadership remains a “player in sustainability, but not the main person.” Frank Robinson, from his perspective in the healthcare sector, echoed the sentiment of other end users whose real estate portfolio is focused primarily in office property in noting “in general CRE will be a partner in this. The advocacy will also be coming from HR in terms of their ability to attract talent going forward that has a little bit more attention on sustainability than historically generations have. I think CRE plays a role in that in when we design and operate our buildings, but I do not think we will be the only advocate.”

Whether as partner or sole advocate, Garry Pellett added, “We will need to have a voice around sustainability and CSR. Part of that could be picked up by an external service provider in terms of facilities management but the guidelines have to come from the business.” To serve effectively in that role, the core business competencies of the CRE leader of 2020 will provide, as one U.S.-based end user stated, a “real opportunity to help agencies and the business lines meet their corporate responsibilities and their sustainability goals through their carbon footprint.”

CRE leaders must also recognize that there is a perceived and actual difference between sustainability and CSR. Mark Nicholls differentiated between the sustainability agenda that the CRE leader within the manufacturing industry will face versus those outside of the industry, “There is efficiency and effectiveness of office space and heat and light and then there is how much of the environment are we chewing up in manufacturing our product.” Understanding the business strategy and individual markets in which each company’s real estate portfolio resides will prove crucial in effectively advancing solutions in the sustainability arena.

An additional aspect to consider involves ongoing corporate strategy targeting expansion into emerging markets. As cited by many respondents and in response to changing economic conditions, corporate strategy has evolved to target the so-called BRIC (Brazil, Russia, India and China) countries to find additional avenues for growth while shifting some resources away from the mature markets of the West. Such emerging markets pose a challenge to certain sustainability and CSR standards set by firms based in Western markets that highlights a difficulty posed by drafting a one-size-fits-all approach to sustainability. As an Asia-based executive observed, “We will move, where appropriate, depending on geography and the sustainability efforts within the geography ... [to] do what is right for the company at the time and place that is right for us to do that. So trying to go for a five-star LEED rating in a market that does not even know what LEED is would be counterproductive and very costly; but going to Platinum LEED in a market in the first world, Australia, Europe, America,” would make sense from a strategic corporate standpoint. The CRE leader of 2020, possessing a diversified, cross-functional knowledge of corporate standards will need to assess such situations to advocate the appropriate course of action from a real estate and corporate strategy standpoint to ensure alignment with appropriate corporate sustainability and CSR standards.
Senior leaders will champion the integration of leading-edge technology into real estate/workplace operations and into the workplace itself to support increased employee productivity and an enhanced employee experience.

The CRE leader of 2020, possessing of a broad-based knowledge of the various business units and equal partnership in corporate strategy implementation, will be ideally situated to advocate on behalf of leading-edge IT solutions to boost a company’s bottom-line going forward. This transition will be facilitated by the rapid evolution of technology over the last decade to make possible such an integrated platform. Matt Fanoe, Vice President of Real Estate with Coca-Cola Refreshments highlights this change, “Ten years ago, when I took my personal computer home or on a road trip, it was hard to get connectivity back to the office. Now when I work from home, I am able to stay connected. When I go on the road, I can get connectivity back to the office, even when overseas. Ten years ago, if you went overseas, it was much harder to stay in contact.” Fanoe oversees a real estate portfolio of approximately 50 million square feet (4.6 million square meters).

The evolution and adoption of new technologies in the consumer marketplace over the last few years has proven unprecedented and will play an important role in the continued evolution of the CRE leader through 2020. Most respondents noted the reactive nature of large corporations in the field of technological innovation. In part this may be attributable to the conservative nature of some mature organizations developed due to the nature of its business or larger security concerns. In contrast, the adoption of leading edge technology has largely been driven by expectations created by an accelerated consumer electronics development cycle.

As Mark Gorman noted, “Our driver all along is of meeting the needs of our customer base. As our customers become more sophisticated, that will certainly impact the demand for what technology can do to make things happen.” Moreover, the driver for such changes may be dictated less by generational differences than by geographic differences. According to Erica Chapman, Esq., VP of Real Estate & Facilities with inVentiv Health, “The more important challenge is for service providers to figure out how to operate globally... The regions of growth will be informing change.” The company, with 13,000 employees, has a real estate portfolio of approximately 2.5 million square feet (232,000 square meters).

Though marked by slow progression resulting from an adoption horizon that includes an assessment of its impact on employee experience and how it will help meet the needs of its customer base, there have been changes in how technology integrates with the corporation. Highlighting the role of CRE as integrator, overall success has been most notable when continued collaboration with IT has driven
technology adoption. Noted one respondent, “It has really become more of an education process with IT and HR on how technology actually can alter the quality of the workplace. So I think you need the three functions all pulling in the same direction.” To help in that shift to a proactive corporate stance on technology decisions, the CRE leader must rely on a broadening base of knowledge to effectively lobby for technology enablement.

A further driving force behind implementing technology to design optimal workplace solutions should be an assessment of what is right for the business and for business productivity. Respondents noted a shift away from a strict telework model proposed during the previous decade to a model that includes the concept of mobility. As one U.S.-based respondent noted during the interview, the use of a laptop and iPad allowed for connectivity to all his work files while working from another offsite facility without any loss of productivity. In that respect, technology is increasingly enabling work to go to the employee, rather than an employee going to a traditional workspace. By providing a framework for employees, the CRE leader also allows for flexibility to account for the rapid pace of evolution in technology. For Johnson & Johnson’s Mert Livingstone, the “essential technology along with the physical workplace itself must go hand in hand, transforming how we really support work and support the workforce of the future and how mobility and productivity are all part of that conversation.”

Workplace design will continue to be transformed by the integration of personal technology rather than devices deployed by the company. Such examples of CRE leadership embracing technological solutions in the workplace have already emerged. One U.S.-based end user highlighted the role of CRE in providing the framework for an integrated workspace, “From the real estate side, we are moving to where we are going to provide the box and infrastructure. The layout will be much more flexible and open and much more focused on the technology to make sure people have the right devices to be connected.” The role of the CRE leader in this case involved providing an open and flexible framework to create collaborative workspaces and reduce the cost of churn. A corporate real estate executive interviewed for this report echoes this sentiment in emphasizing that CRE should be “focused on optimizing costs while driving employee productivity.”

Additionally, evolving technology increasingly affects the level of strategic analysis that CRE leadership is able to provide. While technology enables flexible workspace solutions that directly impact the employee experience, it can also have an impact on the enterprise value CRE leaders are able to leverage in helping the business execute its goals. Honeywell’s Rick Kriva explained, “I just got a call from one of my business leaders and they are looking at ramping up an operation with a tight deadline. We were able to go into our database
and first map out the locations we have in a nearby area within a specified radius and literally look into those buildings to determine the space utilization and consider if we have a fit that could potentially get that operation up and running in an existing site. Having that data at your fingertips and being able to access that information online and quickly assess the opportunities out there and convey that back to the business unit is a critical element of leading-edge corporations.” In this respect, technology implementation had less to do with productivity than improving the cycle time for that specific business group to get from alpha to production.

Several respondents cautioned against simply adopting the latest leading-edge technology into workplace operations rather than championing emerging technologies. In this respect, CRE leadership will assume the role of change agent. For Sean Prasad, Vice President of Real Estate with T-Mobile (U.S.), Twitter provides just such an example. One way T-Mobile manages its customer service model is by leveraging Twitter to manage the customer experience. Since technology keeps evolving, CRE leaders will have to execute at the next level. Added Prasad, “If you are going to do something different, you need to more be on the front end of technology, the emerging side, than on the leading/early adopter side because at that point it is proven.”

While the adoption of technology into the workplace is likely to be a natural evolution, given the penetration of technology in the consumer sector, there are several hurdles to implementation on the horizon. McKesson’s Frank Robinson highlighted the challenges facing the healthcare industry concerning CRE technology targeting business processes and project management:

“If you are going to do something different, you need to more be on the front end of technology, the emerging side, than on the leading/early adopter side because at that point it is proven.” - Sean Prasad

“The technology in our industry seems to be moving at a snail’s pace, particularly in regard to its integration. There are many great point solutions out there but I would certainly challenge our industry to focus on the integration of those technologies.” While Robinson also acknowledged the existence of suitable solutions to enhance productivity and employee experience, he found the integration of technology to deliver projects wanting.

Microsoft’s Chris Owens offered another perspective and note of caution in discussing the application of technology by CRE to the general population. As a heavily outsourced group for its CRE needs, Owens observed “The overall industry and providers in the industry are not leading the utilization of technology ... we well know the major service providers and I am not impressed with the uptake of technology solutions and development of high-performance platforms in the industry on the service provider side. There is some catch up there that needs to take place.”
As CRE leaders integrate technology to achieve effective workplace solutions, it is incumbent upon leaders to demonstrably measure the impact of such enhancements on various phases of workplace productivity. By measuring successes and failures, CRE leaders will better be able to align workplace design initiatives with overall corporate strategies.

Traditionally, one of the big issues facing CRE leaders is how best to measure and show increases in productivity from workplace improvements particularly among knowledge workers. A true measure of productivity, identified by many as the “Holy Grail” of CRE, may yet remain elusive by 2020. Rather there will more likely be gradual standardization of what is deemed to be productivity improvement statistics.

CRE leaders must confront the challenge to integrate effective workplace productivity measures into the business and understand how they are helping them achieve success.

The difficulty in isolating the effects of the workplace in productivity measurements explains why many CRE leaders remain skeptical that this “Holy Grail” can be attained by 2020. “My view is that this has been a subjective argument for many years,” said an end user based in the Asia-Pacific region. “No one’s been able to nail it. I’ve worked with professors at universities on it. The simple fact remains that it’s very hard to tie the workplace to workplace productivity gain. There’s no doubt that the workplace plays a role in a human’s attitude in the workplace, such as a workplace with natural light vs. one with no natural light. That helps people be more motivated. But how do you measure that? Attendance? There are other factors related to attendance. Rather than claim a productivity gain benefit, it is better to demonstrate the flexibility of the workplace and the cost base of a workplace than it is to claim the productivity gain of a business unit.

We focus on cost base. We think a reduction in cost through different strategies adds value. You’ve got to move from ‘property can increase your productivity’ to ‘property can add value by reducing your cost base.’ The focus on productivity doesn’t get you any credibility; if anything, it turns people off. People say ‘Look at property – it’s the tail wagging the dog.’ ”

Mike Napier, with Royal Dutch Shell plc, identified a number of measures that currently exist to gauge knowledge worker productivity, including absence monitoring, sickness monitoring and worker satisfaction. None of these measures, however, “Allows you to break out how much the workplace and workplace infrastructure influences individuals; so you can’t separate that out except by looking at the overall profitability of business units as a whole,” according to Napier. While metrics such as employee turnover and revenue dollars per headcount serve only as index indicators, the subjective behavioral type studies and questionnaire tools currently being used by HR do not adequately differentiate between the impact of various external factors to prove useful in measuring productivity or discretionary effort.

The challenge remains to isolate the effects of the workplace from other external factors.

An example of a strategy implemented in CRE to attempt such an isolated measurement is provided by
an end user in the healthcare industry. Frank Robinson’s group, organized to report through the finance function of McKesson, does “surveys with business groups that we are going to work with to better engage with them on the change of space,” whether the group is moving to a new location or transitioning to an open environment. Robinson’s group conducts a survey and analysis “to determine the nature of the work. How do they really work? We ask them to evaluate the current workplace as it relates to how supportive it is to help them work the way they need to work.” After the group relocates to a new environment, which is often an alternative work or collaborative environment, Robinson’s group performs another survey to determine whether this new environment allows for more contact, more collaboration and more innovation. By these means, Robinson’s group measures employee perception as to whether or not the space supports greater productivity as opposed to providing hard statistics or measurements on productivity. Added Robinson, “That will continue to mature and we will get smarter about it and get more specific on the elements of design and space we provide and more specifics on different areas of it.”

Another U.S.-based end user noted “As technology continues to improve and change, and as we get more and more smart-building technology and you can network the infrastructure together and get a feel for how space is being used, without people having to do time cards and log-ins to show their productivity,” CRE leaders may ultimately find an effective workplace productivity measure. While technology advancements may yet yield an effective solution to measuring workplace productivity, the growing mobility trend complicates just such measures.

Microsoft’s Chris Owens took it a step further and identified a solution to this problem in improved research and consultancy around workplace productivity. From his perspective, “The overall level of effort on research is still relatively adolescent in the CRE industry and in the service provider industry as well.” Owens noted that while workplace research exists in the architectural or quasi-architectural firms, the primary relationship on which corporations rely is with the same service providers that typically have a nascent workplace research function. In his view, something needs to happen organizationally for better integration of the research more directly into the service providers.

In the financial world, at least from Garry Pellett’s perspective with the Bank of New Zealand, a solution exists in the form of “Activity Operations Management in part of our workplace, particularly where it is heavily process oriented. So we can tell how many loans for example a person might process within an hour and how many they should have done within an hour.” Measurements received in this manner reflect human resourcing and carry with them the added benefit of informing leaders on potential process improvement.

Ciena’s Mark Gorman posited that an additional category of knowledge-based worker to which you might
apply productivity measures used in manufacturing industries is in software development. While on this topic, Gorman cited another example from the past in which productivity measures were applied to teams of software developers. “We created two environments. One, a traditional setting and the second one focused on collaborative activities and more responsive to how the incoming work force wanted space to work. At the end of the test period we saw an increase in acceptance rate, tasks completed ahead of schedule and with fewer errors. Certainly if by redesigning the space those developers were more productive, that’s something measurable,” he said.

The drive to achieve successful workplace productivity measures represents a growth area worthy of experimentation and a tremendous opportunity for the CRE leader to demonstrate enterprise value. Microsoft’s Owens counts his group “very fortunate that we are valued for our impact on the employee experience and employee productivity and employee output in addition to being valued for being asset optimizers. We know that it is an order of magnitude impact to be able to contribute to the employee experience.” Added Owens, “We are playing in a much bigger sandbox when we talk about impact on employees and revenue and innovation.”

While workplace productivity measures continue to evolve, solutions exist to isolate the impact of CRE on the enterprise. “We have now an analytics group to do analysis to support leadership decisions and leadership motivation toward initiatives. The analysis is based on facts and data and what happened, how big, who did it, and so on,” noted an end user interviewed for this report. “There is no doubt that at the leadership team level measurement is important and that how people look at workplace infrastructure and the cost of that and what it means from a perspective of long-term holds within real estate is being very closely monitored by us.”

For T-Mobile’s Sean Prasad, productivity improvement “has nothing to do with productivity in the context of employees. It has to do with articulating how the real estate organization contributes to the business. I measure my organization’s contribution to the average cost per customer, the external customer.” Prasad’s group may be setting a benchmark for performance measurement. “If I tell the company that I need to reduce my average cost per T-Mobile customer, then it’s up to my team to reduce the cost per square foot,” noted Prasad. “It might be a function of total cost of operation or occupancy. That doesn’t limit their lever. That enables them to be creative to come up with better ideas, not just sign the lowest cost lease.”

Whether measuring the impact of workplace infrastructure on productivity or the enterprise, there is much room for growth and a tremendous opportunity for CRE to assume leadership to drive innovation in this area. The CRE leader of 2020 must be able to understand the needs of the employee and be thought leaders on business partnering and how the workplace can be a catalyst to drive revenue growth and the objectives of the company. Real estate should be a vehicle for employees and HR. In gauging its impact on workplace productivity, CRE leaders have to think about the physical work environment as a critical tool for the success of revenue growth.
The service provider industry that evolved over the last decade remains firmly entrenched as CRE leaders continue to outsource certain noncore business functions, including transaction and facilities management. Just as CRE leadership stock is on the rise, so is the stature of their outsourced service providers. This is attributable in part to an increased focus on value-add and cost reduction efforts as economic conditions tightened and the symbiotic relationship of the CRE leadership and external service providers. As noted by Sarah Abrams with Iron Mountain, “The change that has happened in the industry over the past 10 years with respect to how service providers and end users work together has been driven equally by the more innovative service providers and their strategic consulting arms as it has been by some of the more innovative and advanced end users.” CRE groups are increasingly leveraged and in much more of a partnership with service providers “for many reasons, whether social responsibility and greening the supply chain and wanting to be involved in that, but also to wring out additional costs. The more partnerships you can form and the farther you can reach back into the supply chain, the better off you are going to be,” noted one U.S.-based end user.

According to Erica Chapman with inVentiv Health, “The service-provider model operated from what I would call a local brokerage perspective until service provider organizations realized there is value to operating more strategically.” Chapman noted that certain specialized service providers “figured out years ago that they can operate in the strategy and consulting arena of real estate and it is lucrative.” Full-service providers were able to provide more effective service than these consulting firms because of the connection point that existed between “what has to happen from a strategic perspective and the transaction point of view,” added Chapman.

As the relationship between CRE and service provider has developed, McKesson’s Frank Robinson commented, “The continued open dialogue that we have seen over the last 10 years in terms of the collaboration between corporate real estate executives and their service providers needs to continue to mature to create a very trusting kind of environment. We need to focus on finding innovation and solving the gaps and looking for new ways to save going forward.” Through effective communication, the service provider is better able to understand what the objective is to respond appropriately to the needs of its CRE client.

However, external service providers have yet to evolve sufficiently to embrace these principles. One end user expressed a thought shared by most interviewees in positing that the CRE leader will need to champion change by continuing to push service providers to develop technology systems to satisfy their needs.
Part of this change will be driven by the desire and expectation among clients and CRE organizations for more resources and services beyond those included in the partnership relationship.

To Mark Gorman with Ciena, CRE leaders will continue to be the catalyst for change in the service industry both from a direct and an indirect standpoint. The evolution of the service provider has been a slow process because of the reactive nature on the supply side as they continue to adapt operating models to meet varying customer demands. Larger and more advanced CRE organizations have pushed service providers on the supply side over the last decade and “in some places they do great research and are at the cutting edge,” added Mike Napier. “When it comes to operating and delivery models they have not focused too much on that and they rely on their customers telling them what is needed and they are reactive.” By engaging with the service provider in these open dialogues CRE leaders will find ways to enhance and improve financial performance. Noted McKesson’s Robinson, “There is a need for more collaboration amongst entities that are not connected in a way that they are one company, but they are partnerships.” Increasingly, the CRE leader is looking to the service providers to figure this out and be an integrator that will understand the real business drivers and be able to interpret those things for its clients. With that knowledge in hand “and by looking again at the whole program we will find ways to accelerate our schedules or cut waste,” added Robinson.

Gorman noted, “Some of the things that we as an industry have been willing to explore – how we get work done and leverage the entire supply-chain inside our business – has cascaded into other parts of the company. The question internally becomes, “If CRE can do it, why can’t other groups leverage the supply chain as well?” McKesson’s Robinson also commented on this idea in noting that “in the situations that exist today ... service providers will learn more ... and be able to more effectively integrate on the supply side all of their resources from the beginning to the end” to provide an integrated solution. The challenge for CRE leaders is to determine how best to get results from people whom they do not directly control. CRE will gain insight from its recruitment of individuals with wider backgrounds than strict transaction management, who will better understand how to approach this program management and better appreciate the need for “listening and making decisions and understanding when to escalate things.”

Bank of New Zealand’s Garry Pellett posited that there is unlikely to be “any change there unless it is from a different area. If finance takes over running the P&L, then the CRE person will be more like an internal consultant.” Another U.S.-based end user felt that CRE leaders could drive change by “moving away from a prescriptive/proscriptive type of contract vehicle to a performance-based contract that lets our industry partners come to us and say ‘Here
are the latest practices and the latest technologies. Let’s form a partnership.’ This will be especially critical to us as we move forward.”

CRE leaders continue to face headcount and cost constraints because of persistent global recessionary conditions. In this environment, CRE leaders and supply-side service providers have been further incentivized to work closely together to identify relationships beneficial to all parties. From his perspective in the healthcare sector, Mert Livingstone noted the advancements made by service providers “in terms of building competencies and investing in technology – will result in continually evolving strategic partnerships.” In this respect, Livingstone identified the value proposition afforded by reliance on the service provider model while also acknowledging the significant flexibility such firms benefit from that can spur innovation.

Reflecting regional trends, one European-based end user indicated that further consolidation on the supply side will result in limited competition in the marketplace to drive the cost of entrance into the market higher while concurrently lowering the incentive to innovate. In these conditions, supply-side service providers would remain slow to react to the changing needs of its CRE clients. In contrast, a U.S.-based end user was optimistic about the prospect for change on the supply side as merger & acquisition activity decreased to yield increased competition among service providers who will be responsive and nimble to requests for different services. Whatever the landscape of the service provider industry, CRE leaders will still face the same challenge of finding the appropriate supply side provider with whom they can partner to achieve their stated goals.

Rick Kriva with Honeywell International voiced surprise at the missed opportunity available to service providers to take the next step of truly integrating themselves culturally and operationally into the companies that they are serving. “While some are better than others, most still tend to be more ‘their’ tools vs. adopting their platform to be literally an extended element of that company’s resources,” noted Kriva. To bridge that gap, CRE leaders should drive service providers to develop a commercialized platform to really ingrain themselves into the particular business they are serving.

An internal hurdle exists to the integration of such external resources in the forms of the corporate culture and monetary concerns. As identified by Dave Wagner, Vice President, Finance, Workplace Resources with Cisco, which has 23 million square feet (2.1 million square meters) of space in some 92 countries, “I could never put one of those partners in that CRM position with our senior executives. They would not be comfortable having the conversation with them. How far you can get is a function of the type of company and their culture. It is conceivable, but in my opinion there is always going to be a line there.” Many strategic initiatives remain in-house, separate from the service provider, and some respondents felt it unlikely such partnerships would ever be fully integrated internally into the strategic part of the equation. By realizing that the organization is shorting itself or...
its abilities by not viewing real estate as a strategic advantage, CRE will better be able to make a case to be included in C-Suite discussions to effect the necessary changes internally.

CRE leaders are tasked with finding ways to overcome such obstacles, however, given the important value that can be gained from partnering with a strong service provider. For T-Mobile’s Sean Prasad, there is tremendous value to understanding “the supply side can be leveraged to champion the initiatives of senior leaders” in CRE. His organization has attempted to move past the model which views end users as engaged in a competitive relationship with service providers by treating each party as industry professionals engaged in a mutually beneficial relationship. While Prasad feels the supply side should provide leading initiatives to CRE leaders globally, he also concedes that CRE leaders “have to embrace the idea that our partner can come to the table with better ideas than we may have” and should be “comfortable enough to embrace those ideas even though they are not our own.”

This approach deals with ideas raised by Kriva and Gorman before by emphasizing the need to develop sufficient trust in the service provider with whom the CRE group has partnered to be willing to accept good ideas from external resources. Prasad summarized, “We have to trust our partners. We talk a lot about partnerships, but often it is not a true partnership because trust has not been developed. This is something that by 2020 we simply have to get past. We are stifling a lot of great ideas because we do not have the trust. I do not want to have an environment in which my partner feels they can’t bring good ideas forward.”

A U.-S.-based end user also emphasized the value of an equal partnership between CRE and external service providers. “Our chairman wants us to be the most technology enabled company in the world,” he noted. “That means from the R&D facilities and folks and all the things they are doing from molecules to the elimination of paper. How do we really make that come to life? Some of that stuff is not going to happen if your partners are not along with you for the ride.”

This idea was furthered by Frank Robinson with McKesson, whose group has already formed strong partnerships with its service provider. As Robinson explained, “We have created this PMO which really is the integration of the various resources, both internal and external ... with a focus on the overall program ... being the higher goal than each individual line of service just completing what they need to complete.” Many such strategic partnerships already exist across the private sector. Matt Fanoe, whose CRE group is part of Coca-Cola Refreshments, indicated that his group is already in a strategic partnership with the supply chain side of the business that has yielded cost savings.

For Billy Davidson with Vodafone Group Services Limited, the importance of this relationship will be
intensified by the pressures exerted by continued recessionary conditions in the economy. The perspective Davidson tries to communicate to his team relies on understanding their own place in the supply chain. “One thing I continually remind my supply chain people is that while we might be a customer to one person, we are also a supplier to another,” noted Davidson. “We need to work much closer with suppliers, with customers, and I think we must find ways of actually improving productivity and reducing costs. It is inevitable that we will become closer to each other.” It is imperative that CRE is able to leverage the service provider in this respect to identify ways to develop quicker and more cost-effective projects.

Chris Owens of Microsoft provided an example of his own group’s experience in this arena. “In our model, we hired one firm, CBRE, to serve as an integrator,” noted Owens, forming a strategic partnership with a “master provider that executes nothing.” The aim was to create a “simplified, integrated, one-company-to-partner-with strategic relationship” with CBRE to serve as a contractor to “sub-hire brokerage, project delivery and facility management, for our whole global portfolio.” This partnership devalued global reach of the service provider in favor of creating relationships with multiple providers in multiple regions to accomplish strategic aims.

Owens added, “After pushing for a greater span of execution with firms in brokerage and in project delivery we came to the conclusion that we were getting less than optimal execution, intellect and knowledge and pricing by going toward geographic span. In fact, we felt it was better to go and hire more regional or local providers in the areas of brokerage and transaction management and project management.” While this model may run “contrarian to the relentless push toward a few big providers who cover the whole world and everyone else falls by the wayside,” Owens acknowledged the successful arrangement may be unique to his organization given the high level of outsourcing that made necessary this regional organization and its governance by a single external contractor. As a corollary to this, such partnerships may even result in positions that currently exist in CRE to transfer to the service provider as the composition of CRE groups continues to evolve. In the end, Owens agreed, “Senior leaders in corporate real estate are the consumers, and they are the ones who will call out what the requirements are and where their businesses are going.”

A senior leader in Asia has already seen partnerships change. “There is a lot of focus on how large companies work for multinationals. They work from the local, regional and global basis. The real estate account manager is very cognizant that he must deliver a similar type of product compared to his (global) counterparts in America, Asia Pacific, Europe, or Middle East and Africa. What they are trying to do is homogenize the way things are done so they can show a single line of service to the companies that they are reporting to. There is this marriage of real estate companies doing whatever they can for corporates and the senior directors and account managers doing everything they can to manage resources and try to take out the noise and manage it once, manage it right.” To develop these innovative partnerships and gain internal benefits from external resources, service providers must realize that it is a beneficial plan for both sides: the customer wins and gets great deals and they win with regard to fees and staff development, he added.
In support of a global, mobile work force, senior leaders will lead the development of improved corporate solutions that elevate the brand, promote the culture and assure employee engagement, particularly for client-facing space.

CRE leaders occupy a unique position in their company, from which they are able to manage process, strategy and transaction. Given their involvement in such a wide range of activities, the CRE leader of 2020 will be able to impact the culture, brand and employee engagement of its organization. Sony Electronics’ Mark Nicholls emphasized the importance of this evolution in stating that he “would fine-tune the phrase ‘promote the corporate culture.’ I believe workplace solutions create the corporate culture. Culture to me is the summation of all your processes and systems. So you have selection systems, reward systems, compensation systems, space management systems – all those things summed together create a culture. You do not change the culture by changing the culture; you change the culture by modifying the systems. I think the corporate culture will be changed by different space solutions.”

The CRE leader exists as a catalyst to bring disparate stakeholders together to make the whole greater than the sum of the parts. A challenge exists for CRE leaders in larger corporations which will require collaboration with multiple internal resources, including IT, HR and marketing. This cross-collaborative approach is accomplished by “being a true enterprise leader because to do that you really have to understand the business,” noted Bank of New Zealand’s Garry Pellett. “The challenge is really understanding the business and demonstrating value in their language.”

A U.S.-based end user identified the challenge of bridging the gap between the various silos that exist within a company to transition from a position of isolation to one of collaboration. “If they work together collaboratively and see this as their cross-functional team, then absolutely the real estate industry or profession will rise to that level as opposed to them being a one-off, where ‘here is what we do’ and they only reach out at certain times if they are doing a project or a relocation,” she observed. By collaborating with IT and HR, CRE leadership will better understand the effect of policy implementation on infrastructure.

Erica Chapman, inVentiv Health, echoed that sentiment in addressing the trend toward achieving cost savings through alternative workspace layouts and decreased real estate footprints. “If you look at spaces with more collaboration spaces that foster community and the culture of the organization, that is usurping any space savings that has already occurred,” noted Chapman. In focusing less on absolute cost reduction, CRE groups will be able to have a bigger impact on culture, but only “to the extent that CRE has parity or near parity with the chief HR officer and the CIO.” The opportunity exists for CRE to be the catalyst for this collaboration given the unique position it occupies where all those
elements come together. Chapman sees the path to accomplishing this through advancing the CRE dialogue to include both cost and value. “One of the ways I remind myself of our overarching objective is my team should always be driving value for the organization. So I don’t think it’s just valuable to simply manage the expenses of real estate. It’s useful. But it’s tactical. It is part of what the job entails but doesn’t create substantial value. What does create substantial value is when new initiatives are identified to improve the bottom line.”

The role of the CRE leader of 2020 will not be restricted to client-facing space, as strategies implemented in regard to workplace standards also have an impact on employee-facing space. Billy Davidson, with Vodafone Group Services Limited, explained, “People are becoming more demanding. There is always a war for talent where we are trying to recruit the best people and when we get to what we call the Baby Boomers, I think their demands on the workplace are changing as well. We see it at both ends of the generation, from the new employees to the people who are getting into those twilight years of their career. Different generations take on different priorities and companies will have to respond to those needs.” Mike Thomas with Allstate Insurance addressed these issues of employee recruitment and retention, no small matters in a challenging economic environment. “Of course, HR is the leader of any corporate strategy around culture, caring, wellness and the holistic view of the company-employee relationship at Allstate,” he said. “Real Estate is not a driver of that relationship, but certainly a key stakeholder in executing the HR mission in the individual workspace and service amenities, including Wellness Centers, cafeteria design, fitness facilities, pharmacy and so on.”

Employees will use space differently, but with the underlying motive of connection: connecting with other people for collaboration, connecting to the business and connecting to the culture.

One U.S.-based end user argued that while it is important to elevate the brand to the client, it is equally important for the non-client-facing space “because you have that purpose and that mission.” Touching on the trends of collaborative workspace design and mobility, this end user continued, “As we move to a much more mobile environment and we move to people working all over, one of the things we have seen is they want to find a way to stay connected because if you are not always in the office, how do you stay tied into the brand and the culture? So when you come back into the office, they want to feel part of the organization and they want to get connected.” In this respect, employees will use space differently, but with the underlying motive of connection: connecting with other people for collaboration, connecting to the business and connecting to the culture.

On the issue of mobility, Cisco’s Dave Wagner offered an additional perspective from the high-tech sector. “I think you will find from a mega-trend perspective that a workplace solution does not necessarily mean a corporate-owned or even leased facility. You can work anytime, anywhere, through any device,” offered Wagner. “At any time across our portfolio, only 60 percent of the employees show up at a physical workspace worldwide. That leaves me with a huge number of vacancies, so we are watching the trend very closely. We are actually
enabling the trend and helping to create the monster that we have to deal with, these dormant assets, due to our technology. We have to be very innovative in our workplace standards. It is a mega-trend. If anyone ignores it, they do it to their own ill.”

The CRE leader is uniquely positioned to advocate the brand while contributing to the underlying strategy of the company of which it is a part. Mark Gorman of Ciena addressed this need by communicating to his team that the “the message is ‘I’m really not concerned about where everybody gets their paycheck from, when we are on site we are all the real estate organization.’ How you create that across your corporate landscape so the brand can be strong and people can experience it, and they get your DNA and your values right away so visitors can see it and live it and breathe it too is key.”

There will likely be variance by industry segment in how the CRE leader approaches this problem. For Microsoft’s Chris Owens, it ties back to the nature of the core business and whether the company values “the employee experience, morale, esprit de corps and engagement. If they do, then the CRE leaders will be expected and have the opportunity to play in this space of promoting the brand and culture and employee engagement. If a company views employees merely as fungible assets or maybe management-labor relationship issues... That output from a CRE function will not be valued and I do not think they will easily go there.”

Companies that depend upon producing a specific vision of the brand for the consumer, such as retail or banking, will focus on branding in client-facing spaces. McKesson’s Frank Robinson, in acknowledging that there will likely be less focus on this branding aspect within the healthcare industry, admits “we certainly do want to have patients recognize a certain consistency in the brand which would have aspects of it dealing with the physical space. The corporate culture is important to us.”

Mike Napier, with energy conglomerate Royal Dutch Shell plc, offered his view, “When it comes to corporate strategies and business strategies where you have customer-facing organizations, this could be a really exciting time for the CRE organizations. There is an awful lot of untapped potential if we get our workplace design right, the public spaces in our buildings, the way they interact with the public and with potential customers who inform public opinion: how green are our buildings, how sustainable, how clean, how do they look, are they inviting? All this gives people an impression of the company. The expression of the brand value and the culture of the organization can be both positive and negative. If we get it wrong, it can have a negative impact. From a marketing point of view, this business of real estate has much opportunity.” Napier echoed this sentiment and the experience of Fanoe in addressing the unique opportunity for companies in the retail sector, “Where real estate is intricately linked
to the corporate strategy – such as the Wal-Marts of the world, where the property director is a Board position because he is absolutely essential to that company. I think we have a very good role to play there and I am not sure we have really made the proper pitch to our C-Suite on this,” added Napier. Erica Chapman noted, “You will continue to have some CRE executives who are completely willing to take orders or directives from the top and the culture will be defined by the C-Suite or somebody else, and they will remain the executors. In some of those cases the C-Suite will determine that having a more strategic CRE group is necessary.”

Mert Livingstone, in his role with Johnson & Johnson, also stressed the importance of branding. With its myriad of brands focused on the consumer, Livingstone emphasized the need to design spaces that connect people to their work while also clearly connecting them to the brand and identity of the company. “We just finished a project for our pharmaceutical R&D folks where we used patient testimonials and other messages that connect people to their work by way of branding and imagery, using the workplace as a canvas on which to do so,” Livingstone explained. By promoting culture and brand, Livingstone’s team put the focus on the workplace experience to promote employee engagement and “solidify that connection between the work of the organization and the workplace that one hopes will continue to inspire innovation and drive productivity of the work force.”

“We just finished a project for our pharmaceutical R&D folks where we used patient testimonials and other messages that connect people to their work by way of branding and imagery, using the workplace as a canvas on which to do so.” — Mert Livingstone
Conclusions

Based on the work of the Corporate Real Estate 2020 research teams, it has become clear that the role to be played by the corporate real estate (CRE) leader is continuing to evolve in the face of challenging economic conditions, the rapid evolution of consumer technology and the rise of global emergent markets. In this environment, new solutions and a diversified skill set that broadens the business knowledge of the CRE leader will be required to meet the needs of businesses in 2020.

One of the principal challenges remaining for the CRE leader of 2020 is to broaden his or her skill set to encompass a wider range of business knowledge to achieve equal status as a partner in the organization. As corporate efforts focus on cost reduction, the CRE leader must advance beyond its core competencies to identify avenues for business expansion and value-add opportunities based on the industries and regions in which the business operates. Toward that end, the CRE leader must build a team of diverse background to synthesize appropriate business strategy based on a host of exogenous variables to meet the acute need in the current economic environment for “more generalists, more strategists, more true leaders, more business leaders.”

Armed with this broad knowledge of the business, the CRE leader of 2020 will further develop collaborative relationships with other business groups in the organization to be uniquely positioned to help drive the initiatives of those groups and assume a leadership role in customer relationship management (CRM) and process or outcome management. He or she will possess the translational skills necessary to target the company’s bottom line, extending to advocacy for its corporate social responsibility (CSR) and sustainability agenda.

The CRE leader of 2020 will continue to be affected by the evolution of technology and will be well-positioned to advocate for the integration of emerging technology through his or her design of optimal workplace strategies and collaboration with internal and external resources. He or she will optimize costs while promoting employee productivity by remaining cognizant that “essential technology along with the physical workplace itself must go hand in hand, transforming how we
really support work and support the workforce of the future and how mobility and productivity are all part of that conversation.”

Accurately measuring workplace productivity will remain a challenge for the CRE leader of 2020, though research and consultancy will increasingly focus on this growth area to demonstrate enterprise value. He or she must stand at the forefront of such efforts to better determine successes and failures in implementation to better align workplace design initiatives with overall corporate strategies. The CRE leader of 2020 must be able to understand the needs of the employee and be thought leaders on business partnering and how the workplace can be a catalyst to drive revenue growth and the objectives of the company. As one respondent noted, “We are playing in a much bigger sandbox when we talk about impact on employees and revenue and innovation.”

CRE leaders must better leverage external relationships with service providers on the supply side to develop strategic partnerships built on mutual trust with the goal of realizing cost optimization and integrating best practices. The importance of these external service providers will be magnified by economic conditions that continue to impose headcount constraints on most CRE groups and encourage outsourcing of certain CRE functions.

Taken together, these developments help position the CRE leader of 2020 to better appreciate the effect of policy implementation on infrastructure. He or she will adopt corporate culture into strategic decisions to assume the role of advocate for corporate brand and culture internally and externally, although the extent to and manner by which the CRE leader evolves in this respect will vary by industry with increasing influence exerted by the cultures of emerging markets target for strategic expansion by the corporation. By focusing on the workplace experience he or she will promote employee engagement and “solidify that connection between the work of the organization and the workplace one hopes will continue to inspire innovation and drive [employee] productivity.”

A summary of specific actions that CRE leaders can take to continue that evolution into these prescribed functions by 2020 is included in the following section.
Recommendations

To best prepare for 2020, CRE leaders must:

- Develop a broad-based, functional awareness of its business, to include a working knowledge of IT, HR and finance disciplines.
- Centralize the CRE function to operate across regions or business lines as appropriate to include overall transaction management, workplace planning, overall portfolio strategy, general governance and oversight.
- Master the basics of CRE to evolve beyond targeting operational efficiencies and overall cost reduction measures to identify opportunities for business expansion by articulating clear visions and clearly translating business strategies into organizational change.
- Demonstrate the requisite business management skills to integrate the real estate as an enabler in the business and further develop sales skills to influence across the organization.
- Demonstrate the intelligence and initiative to envision what needs to happen and what the opportunities are and be able to rally resources to gain alignment and support for the particular area of opportunity you’re pursuing.
- Integrate such exogenous factors as demography, economics, politics, sociology and psychology to “include the appraisal of new enterprises that originate in emerging markets and an understanding of the ideologies and business practices that characterize these regions.”
- Recognize the constraints imposed by the relative cost of real estate in a company’s overall operational expenses in certain industries and evolve beyond the transactional to the strategic level to think like a shareholder and approach situations from a business perspective as opposed to a strictly real estate perspective.
- Embrace and foster collaborative relationships with IT and HR as companies pursue greater efficiencies through economies of scale.
- Apply translational skills to implement and drive real estate strategy with an eye on the bottom line.
• Unite activities traditionally restricted to individual silos and create a more holistic view of the process.

• Understand why process management is important and understand how it needs to be executed, but focus on outcome management.

• Address the “opportunity to help agencies and the business lines meet their CSR and sustainability goals through their carbon footprint” by employing a right-sized approach based on an assessment of appropriate industry and market standards.

• Embrace the challenges and opportunities offered by emerging markets.

• Move beyond reacting to leading-edge technological developments to proactively seek emerging technologies to implement in achieving workplace optimization.

• Be able to accurately assess what is right for the business and what is right for business productivity.

• Enable flexible workplace solutions that embrace mobility and enable technology to bring work to the employee.

• Anticipate the impact of the evolving mobility movement on a company’s real estate footprint.

• Demonstrate enterprise value to gain a “seat the table” by leveraging technology to help the business achieve its goals.

• Accept the inherent difficulties of measuring workplace productivity and bring the resources to bear to devote appropriate research and consultancy efforts to further develop skills in this growth area.

• Communicate in the language of the business.

• Demonstrate successes and failures by measuring workplace productivity or the impact of infrastructure improvements on the enterprise to move real estate beyond a simple cost equation to conversations in both cost and value.

• Appreciate the value of the physical work environment as a critical tool for the success of revenue growth.
CONCLUSIONS AND RECOMMENDATIONS

- Focus on relationship management across business lines internally, with external customers and with service providers on the supply side.

- View relationships with service providers as partnerships in which he or she should communicate strategic aims to facilitate integrated solutions.

- Recognize the limitations of service providers in emerging versus mature markets and drive service providers to develop a commercialized platform to really ingrain themselves into the particular business they are serving.

- In the service provider relationship, “Embrace the idea that our partner can come to the table with better ideas than we may have” and be “comfortable enough to embrace those ideas even though they are not our own.”

- Create hybrid resource and structure models that combine internal and external resources and fixed and variable resources.

- Not just promote the corporate culture, but create corporate culture by implementing workplace solutions.

- Encourage workplace designs that promote the brand and serve the clients.

- Remain mindful of what he or she can do to promote the brand, without forgetting that there are also things he or she can do to tarnish the brand.
APPENDIX A
CORPORATE REAL ESTATE 2020 TEAM LEADERS AND SPONSORS

Enterprise Leadership
  Mark Schleyer, AT&T
  Michael Creamer, Cushman & Wakefield

Location Strategy and the Role of Place
  Mary Jane Olhasso, MCR, SLCR, County of San Bernardino

Partnering with Key Support Functions
  Craig Robinson, MBA, Cassidy Turley

Portfolio Optimization & Asset Management
  Jack Burns, Cresa
  Keith Keppler, Cresa
  Russ Howell, MBA, Jones Lang LaSalle

Service Delivery & Outsourcing
  Blake Layda, Jones Lang LaSalle
  Scott Bumpas, Cresa
  Lisa Huls-Fry, Cassidy Turley

Sustainability
  Leigh Stringer, HOK

Technology Tools
  Larry Sweeney, AT&T
  Robin Ellerthorpe, HOK

Workplace
  Anne Nathe, Johnson Controls, Inc.
  Chris Mach, MCR, AT&T
  Cindy Beavers, Steelcase Inc.
  Margaret Gilchrist Serrato, Ph.D., MBA, AIA, ASID, LEED AP, Herman Miller
  Michael Leone, Regus
  Patricia Roberts, Jones Lang LaSalle
  Rob Wright, Johnson Controls, Inc.
  Russ McFadden, AT&T
  Steve Hargis, MCR, LEED AP, HOK
Corporate real estate and workplace leaders who were interviewed as a part of the study on Enterprise Leadership included:

**Allstate Insurance**  
Michael (Mike) Thomas, Vice President, Administration and Real Estate

**Bank of New Zealand**  
Garry Pellett, Head of Properties

**Chevron**  
Nigel Harris, MCR, SLCR, Senior Real Estate Advisor

**Ciena Corp.**  
Mark Gorman, MCR, SLCR, Vice President of Corporate Real Estate and Facilities

**Cisco**  
David Wagner, Vice President, Finance, Workplace Resources

**Coca-Cola Refreshments**  
Matthew J. (Matt) Fanoe, Vice President of Real Estate

**Deutsche Bank AG**  
Rick Bertasi, Managing Director, Global Head of Corporate Real Estate and Services

**Honeywell International**  
Richard (Rick) Kriva, Vice President of Global Real Estate

**InVentiv Health, Inc.**  
Erica Chapman, Esq., MCR, Vice President of Real Estate & Facilities

**Iron Mountain**  
Sarah K. Abrams, Senior Vice President, Head of Global Real Estate

**Johnson & Johnson**  
Merton (Mert) Livingstone, Vice President of Workplace Solutions

**McKesson**  
Frank Robinson, Vice President of Real Estate Services

**Microsoft**  
Chris Owens, MCR, General Manager of Worldwide Real Estate

**Procter & Gamble**  
Brian Banke, BCCR, SLCR, Global Real Estate Portfolio Manager

**Royal Dutch Shell plc**  
Mike Napier, Executive Vice President for Real Estate

**Sage Software, Inc.**  
Rachel Blankenship, MCR, Vice President of Corporate Real Estate Management

**Sony Electronics**  
Mark Nicholls, Chief Administrative Officer

**T-Mobile (U.S.)**  
Sean Prasad, MCR, Vice President of Real Estate

**Telstra**  
Vito Chiodo, Director of Property – Australia and International

**Vodafone Group Services Ltd.**  
Billy Davidson, Group Property Director
The purpose of this document is to assist the research teams in setting up the interview by providing consistent information on the background of the project, research areas, purpose of the interview, timeline, deliverables and expectations. Some of the people being interviewed may be very familiar with the project, while others may not. Reviewing this information prior to the formal interview can help to ensure that all interviews are conducted in a consistent manner and the people being interviewed have a clear understanding of the overall project and their role in the process.

Background

CoreNet Global is the world’s leading association for corporate real estate (CRE) and workplace professionals, service providers and economic developers. Nearly 7,000 members, who include 70% of the Fortune 100 and nearly half of the Forbes Global 2000, meet locally, globally and virtually to develop networks, share knowledge, learn and thrive professionally.

Program Description

Corporate Real Estate 2020 is a research and leadership development program designed and managed by CoreNet Global to address the business environment in the future and to collect, package and distribute state-of-the-art best practices, tools, models and case studies to help our members prepare to meet future business needs.

To achieve this objective, we are interviewing a number of senior industry leaders to validate a new vision for the industry and develop a series of transition strategies to assist CRE organizations in transforming themselves to meet the challenges ahead as the economy changes and new business models evolve.

There are three major steps in the overall process as indicated below:

- Vision Validation
- Development of Research Areas
- Transformation of the Industry

New Vision for the Industry

Using materials collected throughout our discovery process and at our Launch Meeting we developed a draft vision for the industry that has been preliminarily validated by the research team. This vision will continue to change as our research proceeds and new information is obtained.

Research Areas

Based on the vision of the future we have also developed a number of key Research Areas to assist our members in migrating from their current real estate practices to the new skills and strategies needed to survive and grow over the next two to five years. These include strategies for the following areas:

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<th>EIGHT RESEARCH AREAS</th>
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<td>Location Strategy &amp; the Role of Place</td>
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<td>Partnering with Key Support Functions</td>
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<td>Portfolio Optimization &amp; Asset Management</td>
<td>Workplace</td>
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Research Process

There are numerous steps in the overall research process including the development of a research premise, goal and hypotheses for each of the above research areas – which are, in turn, validated through one-on-one interviews with industry leaders and experts, industry surveys and other techniques.

Deliverables

Deliverables from this project will include research reports; web-based white papers; executive development seminars; workshops and panels at Summits; material and speakers for chapter programs; articles in THE LEADER, industry and business press; and topics and speakers for other learning events.

Timeline

Corporate Real Estate 2020 was officially launched in August in Dallas where the research teams first met to define and validate the vision and refine their thinking on the Research Areas. Based on that meeting our goal is to complete the interview process over the next several weeks and start producing programs, reports and other materials by the CoreNet Global Summit in San Diego in April 2012.

Intellectual Property

Before we begin, I also want to explain the intellectual property guidelines for Corporate Real Estate 2020.

If we use any specific information or materials from this interview that refer to you or your Company, we will offer you the opportunity to review that information prior to publication.

Purpose of the Interview

The purpose of this interview is to capture your knowledge and thoughts on Enterprise Leadership (e.g., leadership of a Corporate Real Estate/Workplace organization) in 2020.

Do you have any questions before we get started?

Interview length approximately 1 hour

Validate the correct spelling of your name and official title:
Name:
Title:
Company:
Date of Interview:

Background Information

Note: Interviewers are encouraged to review the Annual Report and 10K form for the firm prior to the interview.
1. **What is the primary industry classification for your firm?** (check one)
   - Energy
   - Engineering / construction
   - Financial Services / Insurance
   - Food / Beverage
   - Healthcare
   - Heavy Manufacturing
   - High Tech Manufacturing
   - Pharmaceuticals
   - Retail / Wholesale
   - Telecom
   - Transportation
   - Other (please specify)

2. **What was the annual revenue for your firm last year?** Please specify _______ or check one of the following:
   - Less than $1 Billion
   - Equal to or more than $1 Billion but less than $5 Billion
   - Equal to or more than $5 Billion but less than $10 Billion
   - Equal to or more than $10 Billion but less than $25 Billion
   - Equal to or more than $25 Billion

3. **In how many countries do you operate?** Please specify _______ or check one of the following:
   - The US only
   - The US and less than 5 countries
   - Equal to or more than 5 but less than 25
   - Equal to or more than 25 but less than 100
   - Equal to or more than 100

4. **What is the approximate number of employees in your firm?** Please specify _______ or check one of the following:
   - Less than 5,000
   - Equal to or more than 5,000 but less than 10,000
   - Equal to or more than 10,000 but less than 25,000
   - Equal to or more than 25,000 but less than 100,000
   - Equal to or more than 100,000
5. **What is the approximate size of your company’s portfolio in square feet (or square meters)?**

   ________. For which of these is the CRE group responsible?

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Research Questions

A. Context on your business and the Corporate Real Estate (CRE) group

1. What business strategies or strategic initiatives are currently being deployed by the company’s core business to improve its competitive position (e.g. cost reduction, market share, M&A, etc.)?

2. Describe how your CRE group is organized and how it reports up into the corporate organization.

B. Six Research Hypotheses developed by the Enterprise Leadership Team

Please respond to each of the following research hypotheses regarding enterprise leadership (e.g., leadership of a Corporate Real Estate/Workplace organization) in 2020. Do you agree? Disagree? What are your thoughts?

1. By 2020, senior leaders will evolve from subject matter specialists focused on execution to integrators, change agents and strategists who are viewed internally as an essential, equal partner to and for the business.

2. Senior leaders will be competent in the core business and possess a skill set that is diversified, cross-functional and focused on customer relationship and process management. They will advocate sustainability and corporate social responsibility goals.

3. Senior leaders will champion the integration of leading-edge technology into real estate/workplace operations and into the workplace itself to support increased employee productivity and an enhanced employee experience.

4. Senior leaders will be able to measure the impact of workplace infrastructure on business units and the enterprise.

5. Senior leaders will champion change in the supply side of the service industry, including more innovative partnerships and the seamless integration of internal and external resources globally.

6. In support of a global, mobile work force, senior leaders will lead the development of improved corporate solutions that elevate the brand, promote the culture and assure employee engagement, particularly for client-facing space.

One Final Question

1. What other thoughts do you have about successful enterprise leadership in the year 2020?
The Enterprise Leadership team tested six Bold Statements, or research hypotheses, through interviews with senior executives, Summit education sessions and the results of the Corporate Real Estate 2020 end user survey. Five of the six Bold Statements were supported by a strong majority of survey respondents, and a slight majority (52 percent) supported the sixth Bold Statement. Although the team elevated its focus beyond the interviews and survey to examine the emerging findings from other 2020 teams – and more importantly, what implications these findings held for corporate real estate/workplace executives – a summary of results to the specific hypotheses is provided below:

1. **By 2020, senior leaders will evolve from subject matter specialists focused on execution to integrators, change agents and strategists who are viewed internally as an essential, equal partner to and for the business.**

   Finding: Seventy-nine percent of survey respondents agreed or strongly agreed with this statement.

2. **Senior leaders will be competent in the core business and possess a skill set that is diversified, cross-functional and focused on customer relationship and process management. They will advocate sustainability and corporate social responsibility goals.**

   Finding: Eighty-five percent of survey respondents agreed or strongly agreed with this statement.

3. **Senior leaders will champion the integration of leading-edge technology into real estate/workplace operations and into the workplace itself to support increased employee productivity and an enhanced employee experience.**

   Finding: Eighty-two percent of survey respondents agreed or strongly agreed with this statement.

4. **Senior leaders will be able to measure the impact of workplace infrastructure on business units and the enterprise.**

   Finding: A slight majority (52 percent) of survey respondents agreed or strongly agreed with this statement. As borne out in the detailed interviews, many senior end users remain skeptical that this will be a reality by 2020.

5. **Senior leaders will champion change in the supply side of the service industry, including more innovative partnerships and the seamless integration of internal and external resources globally.**

   Finding: Sixty-eight percent of survey respondents agreed or strongly agreed with this statement.

6. **In support of a global, mobile work force, senior leaders will lead the development of improved corporate solutions that elevate the brand, promote the culture and assure employee engagement, particularly for client-facing space.**

   Finding: Seventy-nine percent of survey respondents agreed or strongly agreed with this statement.
William (Bill) Alexander, Senior Director, Global Real Estate, *Tyco International*

Girish Awachat, AVP – Infrastructure Services & Business Continuity, *Principal Financial Group*

Irv Baker, Director of Facilities and Real Estate, *Vendor Resource Management*

Peter Baugh, Vice President Corporate Real Estate, *Canadian Tire*

Donald (Don) Becka, MCR

Rick Bertasi, Managing Director, Global Head of Real Estate, *Deutsche Bank AG*

Ronald (Ron) Blanken, VP Philips Real Estate, *Philips*

Jonathan Cameron, Director, *Brattle Cameron Ltd.*

Trish Clarry, MCR, V.P. Real Estate, *Scotiabank*

Michael Creamer, Head of EMEA - CIS, *Cushman & Wakefield*

Billy Davidson, Global Property Director, *Vodafone Group Services Ltd.*

Pankaj Dhume, Vice President Global Corporate Services, *BMC Software Inc.*

John Ferrari, Vice President Administrative Services, *OneBeacon Insurance Group*

Rudolph (Rudy) Flores, Director, Corporate Real Estate, *TD Ameritrade*

Mark Gorman, MCR, SLCR, Vice President, Global Real Estate and Facilities, *Ciena Corp.*

Robert (Bobby) Goudge, Senior Vice President, *The Frost National Bank*

Kittie Hook, Senior Vice President, *Cassidy Turley Fuller Real Estate*

Scott Jennings, Senior Director of Client Services, *Holder Construction*

Restor Johnson, Vice President Real Estate Services, *UnitedHealth Group Inc.*

Terri Johnson, Senior Director, Global Real Estate & Facilities, *Avery Dennison*

Ronen Journo, M.Sc., MCR, Director Workplace Resources, Europe, Middle East, Africa and Russia, *Cisco Systems*

Jennifer Marler, Partner, *SNR Denton*

Michael McMahon, Vice President, *Sodexo*

Seng Chor Ng, MCR, CPA, Vice President Global Strategy and Portfolio Management, *Thomson Reuters*

Janise Nichols, MCR, SLCR, Manager, Industry Relations Division, U.S. General Services Administration

Tatsuo Oi, MCR, Associate Professor, *Wakayama University*

Sean Prasad, MCR, Vice President Real Estate & Facilities, *T-Mobile*
**APPENDIX E**

ENTERPRISE LEADERSHIP TEAM PARTICIPANTS

**Ed Rondeau**, Real Estate General Manager,  
*Georgia Institute of Technology*

**Mark Schleyer**, Senior Vice President, *AT&T Services Inc.*

**Greig Scott**, Regional Director, Corporate Real Estate EMEA/APAC/Japan, *Teradata Corp.*

**Charlotte Teklitz**, Managing Director Properties, *American Airlines*

**Michael (Mike) Thomas**, Vice President Administration and Real Estate, *Allstate*

**Eric Thorpe, BCCR, SLCR**, Managing Partner *Terra Novo Partners*

**Lee R. Utke, MCR**, Senior Director, Global Corporate Real Estate *Whirlpool Corp.*

**Helmut Weih, MCR**, Director Global Corporate Services China, *CBRE*

**Tony Shou Fat Wong, MCR**, Director Workplace Resources APJ, *Cisco Systems*

**Martin Woods**, Managing Director, *CBRE Project Management Asia*

**Tom Yuen**, Vice President Real Estate, *ACE Group*
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EIGHT RESEARCH TEAMS

- Enterprise Leadership
- Location Strategy & the Role of Place
- Partnering with Key Support Functions
- Portfolio Optimization & Asset Management
- Service Delivery & Outsourcing
- Sustainability
- Technology Tools
- Workplace