Coca-Cola Supply Opens (to) Happiness: New Real Estate and Workplace Approaches to Deliver High Performance Environments

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• New entity
• Support client’s business goals
• Maximize existing portfolio
• Accelerated delivery
• Assemble and grow a high performance team
• Implement new work processes and technology
• Create a dynamic, independent culture
• Develop a responsive, flexible environment
• Cross-functional Input
• Empowered Steering Committee
• High Performance Expectations from Leadership
• Focus on Results
Smarter working practices fuel growth, not just drive efficiency

- Envisioning: Establish Project Goals (CCE + ideaspan)
- Work Sessions: Share Knowledge and broaden perspective
- Dialogue: Understand Motivations and Concerns
- Build: Consensus and Good Will
- Shape: Culture (new paradigm)
The Future

- Sustainability
- Collaboration
- Importance of Culture
- Community
- Seamless Technology
- Distributed Work Teams
- Power of Brand
- Diverse Workforce
- Responsive To Change
- Magnet for Talent
- Volatile Economic Environment
- Next Exit
4.6 Billion cellular subscriptions in the world

In 2009, Google averaged 293.8 million searches per day

Emerging markets are adopting current technology and advancing very rapidly

10 billion e-mail messages are exchanged each day
Combination of non-traditional work practices, settings and locations that supplement or replace traditional offices.

Companies report 30% of seats are empty as employees work in airports, hotels, coffee houses or clients’ facilities.

Alternative workplace studies show 45% of Fortune 500 firms report to have started their programs within the past 2 years, and 80% within the past 5 years.

CoreNet Global survey of CREs showed that 63% expect their company’s real estate portfolio to contract this year. Only 12% expect it to grow, while 25% say it will remain the same.

Economic pressures expediting adoption.
<table>
<thead>
<tr>
<th>what they might say</th>
<th>Status and rank</th>
<th>Connection to people</th>
<th>Connection to resources</th>
<th>Anywhere &amp; everywhere</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I do what I’m told.”</td>
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<tr>
<td>“I paid my dues.”</td>
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<tr>
<td>“Let’s have some fun while we are here.”</td>
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<tr>
<td>“No news is good news.”</td>
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<tr>
<td>“Let’s work until it’s complete.”</td>
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<tr>
<td>“Why do care how I do it as long as give you results?”</td>
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<td></td>
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<tr>
<td>“What is it you want me to do now.”</td>
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<td></td>
<td></td>
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<tr>
<td>“Hey, how am I doing?”</td>
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<table>
<thead>
<tr>
<th>work environment</th>
<th>adopting it</th>
<th>accept it</th>
<th>expect it</th>
<th>born with it</th>
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</thead>
<tbody>
<tr>
<td>Traditionals 59M</td>
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<tr>
<td>Boomers 80M</td>
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<td>Xers 46M</td>
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<tr>
<td>Yers 76M</td>
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</table>
Companies with a ROI of 30 percent or higher are also strong in key, measurable aspects of corporate culture.*

CULTURE

• Empower employees
• United by common purpose
• Behaviors aligned with mission
• Reinforce sense of ‘belonging’

*Dr. Chris Musselwhite, MA, MSIE, Ed.D., is the author of Dangerous Opportunity
BRAND – “an emotional connection with a product, service or company”

workplace is a manifestation of brand…

Effect Behavior

Connect Employees to the organizations' purpose

Build & reinforce culture

Align Employee experience with brand
Traditional ways of working:

• Focus on place
• Performance based on “time in”
• Supervision
• Team members co-located
• Space designed based on status and hierarchy and held “just in case”

The emerging way:

• Focus on work
• Performance based on results
• Mentoring and coaching
• Virtual teams, mobile individuals
• Space designed based on functions and tasks and provided “just in time”
Corporate Responsibility & Sustainability initiatives

- 100% lighting retrofit
- Largest private fleet of hybrid vehicles
- Four facilities with solar roofs

Capture operational efficiencies

Triple bottom line
- economic
- social
- environmental

Drive employee engagement

2020 COMMITMENT
- Energy Conservation
- Sustainable Packaging/Recycling
- Water Stewardship
- Product portfolio/Balance & Active Lifestyles
- Diverse & Inclusive Culture
• WORK DIFFERENTLY
• CREATE CULTURE
• LEVERAGE TECHNOLOGY
• BE LEAN, FLUID, FLEXIBLE
• ABLE TO EVOLVE & GROW
• Tap available 2nd existing generation space
• Tweak “brick and mortar”
• Invest selectively where impact drives effectiveness

“We look for people who can quickly adapt to changes in the workplace.”
• Innovative new product
• Test-drive at manufacturer
• Concentrated time together facilitated decision-making
• Build comfort level with proposed solutions
• Become Advocates for new solutions
40% unassigned workstations (open plan)

45% assigned workstations (open plan)

Enclosed collaboration

Open collaboration

14 Assigned offices
31 Assigned workstations
46 Unassigned workstations
91
One Year Later...
FREE ADDRESSS

EMPLOYEE CHOICE

DAYLIGHT & VIEW
INTEGRATED TECHNOLOGY

ALTERNATE WORK SETTINGS
WORKSTYLE CHOICES
32% Gen Y
27% Gen X
41% Baby Boomer

1946-1965
1966-1975
1976-1985
Professional Level

- Executive Level: 5%
- Senior Level: 9%
- Manager Level: 32%
- Mid Level: 27%
- Entry Level: 5%
- Entry Level: 5%
- Other: 23%

Categories:
- Professional Level
- Executive Level
- Senior Level
- Manager Level
- Mid Level
- Entry Level
- Other
Where do I spend my time?

Results
1. Conference Rooms
2. Huddle Rooms
3. Break Room
4. Team Rooms
5. Informal Collaboration
6. Media Area
7. Booths
8. Brainstorm Room
9. Soft Seating Media
10. Huddle Room (soft seating)
Employee Value

Access to Light – 91%
Physical Comfort – 91%
Good-looking Space – 91%
Personalized Workspace – 73%

“Our work area is open with windows all around. I love coming to work with a view of the outside world.”
## Workplace Tools

<table>
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<tr>
<th>Feature</th>
<th>Percentage</th>
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<tr>
<td>Flexible furniture to meet individual needs</td>
<td>96%</td>
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<tr>
<td>Access to appropriate technology</td>
<td>100%</td>
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<tr>
<td>Access to tools to accomplish work</td>
<td>95%</td>
</tr>
<tr>
<td>Different venues to accomplish work-related tasks</td>
<td>96%</td>
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“Personally I would prefer the liberty of free space over decorating my work space.”
Collaboration Opportunities

Access to co-workers when needed – 100%

Adequate meeting spaces – 73%

Opportunities for collaboration with co-workers - 95%

“I have used most of these areas as an alternative to conference rooms and do not differentiate them as an alternate utility.”
Distractions

Control of noise levels – 77%

Distractions near work area – 92%

Access to quiet areas for confidential conversations – 86%

Opportunities for heads-down concentrated work – 68%

“I love the natural light and collaborative atmosphere, but since I spend 80% of my time at my desk, I feel I would be more productive in a less open environment.”
Reflect the Culture

Help Attract & Retain Employees – 91%

Enables creation of new ideas – 86%

Enables me to learn from my peers – 96%

Access to casual spaces to re-energize – 86%
Performance Drivers

Enables me to be productive at my job – 90%
Enables me to make effective and informed decisions – 77%
Enables communication between employees – 95%
Does Your Work Environment Reflect CCS’s Values & Vision?

95% Yes

5% No