



ASIA PACIFIC SPECIAL REPORT | JUNE 2014

WORKPLACE STRATEGY

Why one size does not fit all



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Introduction

We are on the verge of a transformation in the nature of work and workplace in Asia Pacific.

In recent years – particularly since the onset of the global financial downturn in 2008 – a number of factors have aligned to provide impetus for corporations to consider a variety of workplace strategy options. A business critical need to reduce operational and real estate expenditure has created the momentum to overcome other elements of resistance to non-traditional solutions. Young, globally-connected employees in Asia Pacific desire more flexible working arrangements and have shifting expectations in regard to how, where and when work happens. Additionally, rapid advances in mobile and information technology are the enablers to provide choices and options not broadly available to employees until very recent times.

Traditionally, workplace strategies have been focused on reducing space and cutting costs. However, companies are now increasingly shifting their focus to solutions that align with broader business objectives and strategies to drive a wider agenda of increased employee engagement, retention and motivation of talent, business productivity and broader cultural change. Carefully considered and well-executed workplace strategy is seen as another tool in the leadership kitbag to create and maintain competitive advantage.

In Asia Pacific there remains a significant lack of understanding around workplace strategy, partly because of the lack of expertise within corporations and suppliers compared with the vast size of the region. There are simply not enough knowledgeable individuals in the industry to 'get the job done'. Leaders in the region are unaware of, or misunderstand, the robust process of developing a workplace strategy, and fear ill-considered 'fad' ideas that do not account for the local cultural context and may wreak havoc and distract talent from more important issues. Even well-meaning real estate practitioners can misunderstand key concepts and spread misconceptions. A focus purely on efficiency can be destructive, and poorly qualified delivery vendors often implement inappropriate and ineffective behavioural and design solutions.

In the longer term, the focus of workplace strategy will be less about real estate and the physical workplace and more about corporate real estate professionals collaborating with human resources, technology, operations and other corporate support functions to create a synergistic environment that enhances the employee experience. Leaders will begin to view the workplace as part of their management toolkit and as a strategic asset that can help change behaviour, shift culture and drive better business performance.

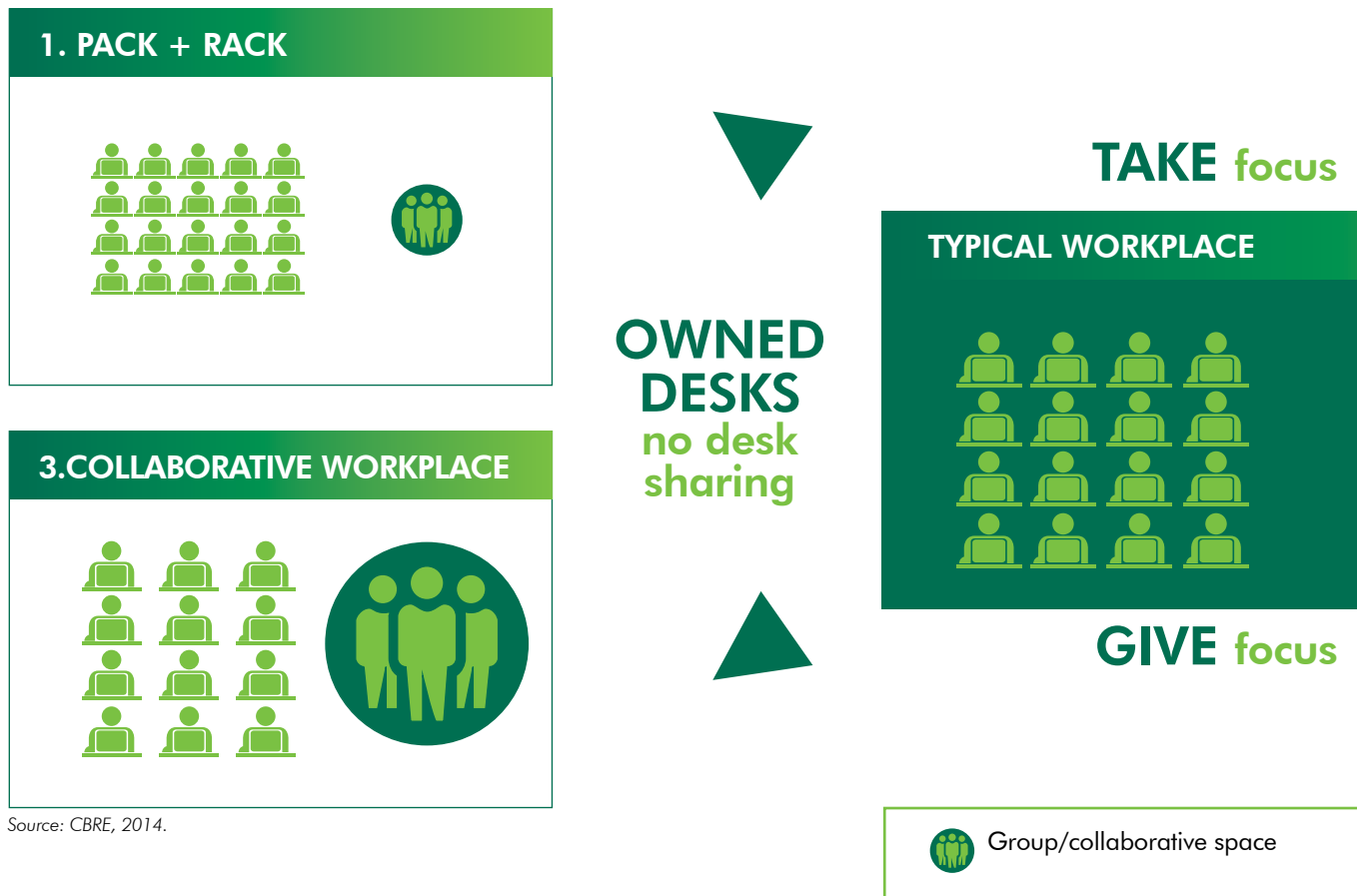
Workplace misconceptions

There is a misconception that workplace strategy is purely about the physical office space. This often leads some companies to focus purely on the design, layout and operation of their office whilst ignoring behaviour and culture. Workplace solutions such as ‘pack + rack’ and ‘hot desking’ can result in cost and space savings but often lead to an unsuitable and unappealing working environment. Companies adopting these types of approaches may have failed to realise the full benefits of workplace strategy and the resulting environment can damage culture, motivation and performance. Workplace strategy is fundamentally about alignment of environments with business strategy as a means to effect broader aims of cultural change, enhancing the employee experience and delivering better business performance.

One size does not fit all

CBRE has developed the ‘CBRE Workplace Compass’ as a framework for organisations to evaluate their current places of work and develop potential options for future progression (see Fig. 1). Many organisations usually fall into the central green ‘Typical Workplace’ box however, using this simple tool, they can start to envisage transitioning into one of the four different quadrants as they evolve their workplace strategy. Companies needing to economise or react very quickly might move up the diagram (focus on space). The ‘pack and rack’ solution on the top left enables companies to get the most out of their current space in terms of the number of desks they can fit in. The ‘hot desking’ solution on the top right keeps the same type of seating and arrangement but removing desk ownership from staff allows a recapture of existing latent vacant desks from staff not in the office on any particular day. Both of these solutions focus on space and achieve short term goals of saving money and/or fitting in more people. These might be valid business decisions aligning with corporate objectives to rapidly reduce costs, shed space or accommodate growth without taking additional space, but will be perceived as ‘taking’ from

Fig. 1: The ‘CBRE Workplace Compass’

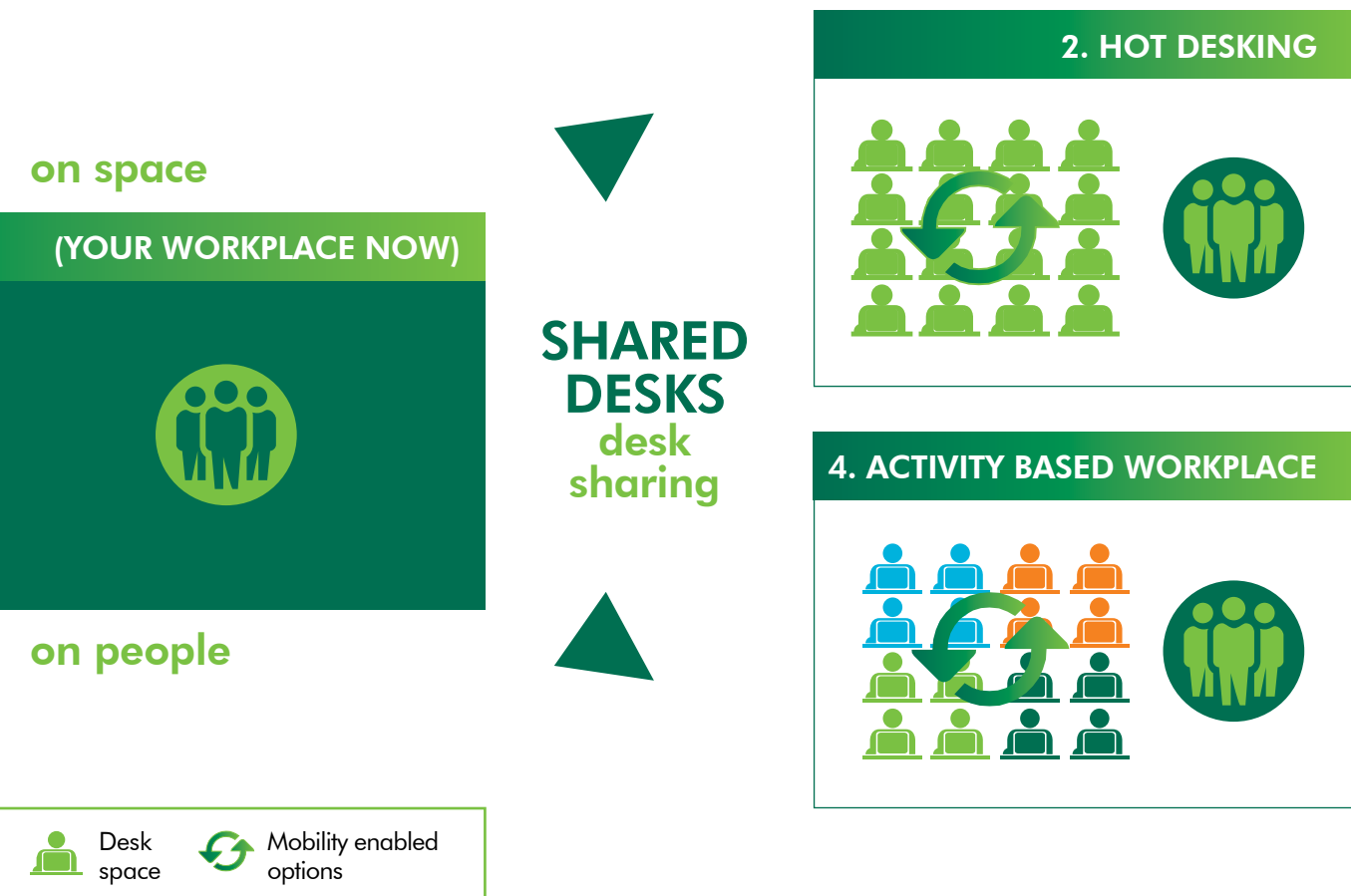


Source: CBRE, 2014.

the staff. Indeed, the real estate function has a reputation for ‘taking’ away: offices, then walls, then rubbish bins and printers. Removing personal pedestals and desk ownership is seen as just another corporate ‘take’ from personal privileges (Watch this space – the IT department is about to take away the computers as well with BYOD (Bring Your Own Devices) strategies). Change and communication strategies associated with these workplace strategies need to be clear in explaining how these solutions connect to very real business needs relating to more than just shareholder returns.

The two solutions at the bottom of the diagram are more focused on people, and ‘giving’ back to staff as opposed to ‘taking’ away. The ‘collaborative workplace’ solution on the bottom left still provides staff with their own allocated work point but also creates significantly more shared and different settings for people to work and increases the proportion of the workplace allocated to non-individual space. The ‘activity based workplace’ solution on the bottom right takes this idea a step further and completely reinvents the workplace solution. With the premise that almost every employee can be ‘mobility enabled’ within a workplace environment, the ‘one size fits all’ mantra of the past 50 years can be thrown out the window and instead replaced with an environment full of diverse settings supporting a variety of work activities allowing people the choice to organise themselves and their work in the most effective way possible. These environments also allow introverts and extraverts to find their ‘natural place’ in the environment where they can be most productive. Enabling work mobility is the critical technological factor that makes them viable options. ‘Giving’ people choice, ‘giving’ people settings where they can work much more effectively will drive the change programmes that need to focus much more on ‘how does this work’ and ‘will I be able to adapt’ rather than defending why the organisation is ‘taking’ ...again.

Fig. 1 underlines the fact that workplace strategy involves understanding a company’s business and its short, medium and long-term requirements. Depending on their situation and requirements, companies can implement different strategies. A short term strategy to implement ‘pack + rack’ or ‘hot desking’ may be a precursor to a much more thoughtful and ‘giving’ long term solution. Professional workplace consultants do not have a vested interest in one particular outcome; instead they create tailored solutions to meet the needs of each client at the appropriate point in time.



The principles behind workplace strategy reflect the fact that work is changing (see Fig. 2). Employees are no longer confined to working within a single team and the environment tends to be more collaborative. They are often part of global teams, work asynchronously and are measured by performance as much as presence. The management hierarchy is less clear and matrix reporting structures are more commonplace. At the same time, companies increasingly realise there are business benefits to having their staff move around and be physically located in different places. An effective workplace strategy empowers staff to work, interact and collaborate with different teams. This approach provides agility in working and results in multiple social benefits that can produce a range of business advantages.

Fig. 2: The changing world of work



Source: CBRE, 2014.

Workplace strategy puts robust evidence ahead of opinions and common myths when imagining alternative workplace solutions. It recognises the fact that during the course of a working day company employees undertake a variety of activities that necessitate different work settings and involve different levels of collaboration. A CBRE Japan study of office staff’s perception of work practices conducted in 2012 found that 38% of their time in the office at a desk was dedicated to interruptible work, 22% to uninterruptible work, 26% to working side by side with colleagues, 10% to pre-booked phone calls/ conference calls and 4% to other activities. This evidence clearly demonstrates that the layout of the workplace should therefore strive to balance collaboration settings with the need for settings that support concentrated and focused work - probably the most under-supported work activity of the past 40 years.

Fig. 3: Perceptions of work practices



Source: CBRE, 2014.

The biggest mistake we see in current ‘so called’ contemporary office design is a complete underestimation of the need to create focused places to work. Yes, we do need more enclosed rooms, but shared by all, and not owned by leaders or senior staff, as has been the traditional practice. When taking leadership out of their offices the solution is not to throw them into a sea of generic open plan offices, but rather to recognise their need to access a wide variety of different types of spaces, including access to private and quiet spaces when required. There is also a complete lack of understanding about collaboration and collaborative space. Too much of the wrong kind of collaborative space and the wrong collaborative furniture is evident in many modern workplaces.

The future office needs a much greater diversity of settings – all carefully established through a robust process of understanding work practices and behaviours. Some traditional settings including conventional meeting rooms and work stations are necessary but new types of work areas such as reflective space, focused space, team-based work settings, standing settings, quiet focused rooms and phone rooms need to be considered.

Workplace consultants should formulate tailored space and technological solutions for each client depending on the company’s culture, people and office space requirements (see Fig.3 and Fig. 4 overleaf). The fundamental question companies must ask themselves when considering workplace strategy is how their employees work today and more importantly how they will work in the future. The way this question is asked is critical. If people are asked what they need they will give an answer much the same as today. But when people are asked how they use their work environment they provide far richer information that makes it possible to start a conversation about how the workplace might change to better support what they do and how they work.

Prerequisites for success

Many workplace strategy programmes were initially launched purely as real estate projects driven by cost saving, space reduction or space standards. Benefits brought about by such programmes have therefore been related to physical changes and alterations to the office environment itself. The measurement of key variables has been relatively straightforward, for example cost per head, cost per workstation, and utilisation rate.

On the information technology side workplace strategy hastens the need for cloud-based solutions which in turn reduces the need for physical IT infrastructure. Companies replace desktops with laptops and tablets, leading to greater energy savings. The elimination of underutilised space and increased density can further reduce the need for IT infrastructure such as cabling as well as office furniture and result in reduced operating expenses.

Workplace strategy can also promote more sustainable and ‘greener’ business practices. Workplace strategy often results in lowered Greenhouse Gas (GHS) emissions as a result of the smaller real estate footprint, operations, business travel and commuting. When companies implement workplace strategy programmes and fit-out their new workplaces many adjust their operating procedures to reduce carbon emissions.

Other benefits are harder to measure or quantify due to lack of data but have a far deeper impact than simple cost savings. The first of these relates to the fact that the workplace is a reflection of corporate brand and culture. Old workplaces can reflect legacy thinking and values from an organisation. A new environment and workplace strategy programme can reinforce the direction of new values and brand. A workplace revamped in accordance with a company’s mission and vision can help communicate a stronger sense of identity, loyalty and engagement among employees. The workplaces at Google have become known worldwide due to their mix of a fun ‘googly’ environment within a conventional office infrastructure.

Fig. 4: The Science of Workplace Solutions



Source: CBRE, 2014.





80%

of staff say their ability to collaborate has improved

92%

of staff say their ability to work as small teams has improved

72%

of staff say their ability to focus has improved

More places to meet

+43%

69%

of staff say they now know their colleagues better

Headcount capacity

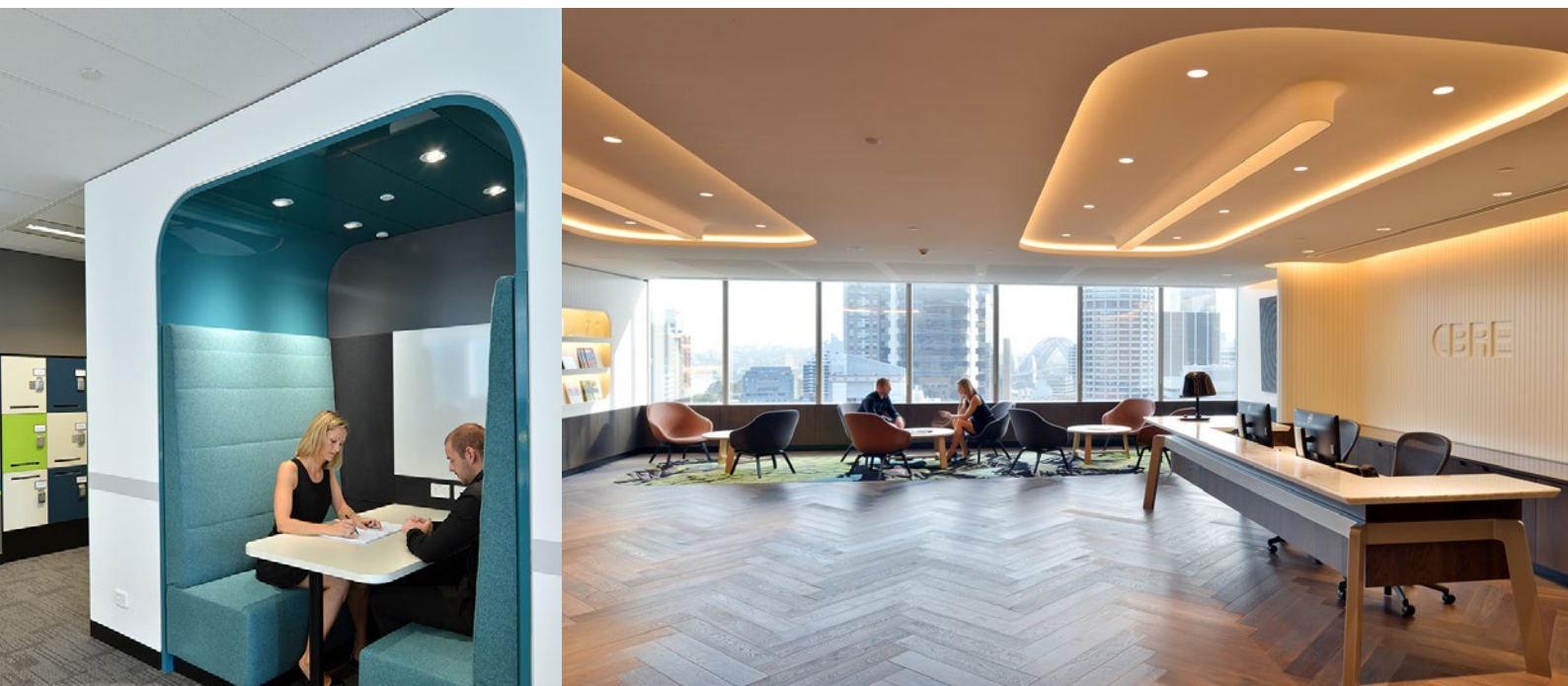
+30%

Source: CBRE, 2014.

SINGAPORE CBRE OFFICE

On the human resources and staffing side, companies can attract and retain top talent by offering flexible working hours and telecommuting through formal workplace strategy programmes. Studies have shown that employees who have been offered better work-life balance through job flexibility have a higher job satisfaction and commitment, a stronger level of engagement with the company and a greater sense of loyalty. By providing greater job flexibility companies can avoid considerable costs of replacing or relocating top employees.

Comparisons of staff engagement and the performance of the company in the market have shown that companies with higher levels of employee engagement tend to outperform their peers. Aon Hewitt's Trends in Global Employee Engagement survey released in 2011 pointed to a strong correlation between employee engagement and financial performance. Companies with a high level of staff engagement (65% or greater) outperformed the total stock market index and posted total shareholder returns 22% above the average in 2010. Firms with weak staff engagement (45% or less) had a total shareholder return that was 28% lower than the average that year.



CBRE Sydney Office images by Marcus Clinton

Asia Pacific – the big opportunity

In Asia Pacific several drivers have converged over the past two years to create what many regard as an ideal environment for the successful implementation of workplace strategy. Companies in the region have already driven down costs and densities to maximum potential and reduced space usage, and are tied to comparatively short leases compared to firms outside of Asia Pacific. As they come under further pressure to make additional savings and implement changes, many are looking toward more cutting edge initiatives – alternative workplace strategy included – to further drive down spending on real estate related expenses.

One crucial factor conducive to the adoption of new workplace strategies in Asia Pacific is the region's youthful demographic profile. Overall, the working population of the region is a very young one – especially in comparison to that of North America and the Eurozone - with the gradual overall decline in the fertility rate having created a demographic bonus where there are a growing percentage of working-age adults relative to the dependent population. Young workers in the region are generally open-minded about where and how they work, and are also very tech savvy and eager to adopt new technology. This makes them more open to the flexible and mobile ways of working facilitated by workplace strategy. According to research conducted by Sustainability Roundtable in 2012, worker mobility is rising globally but is growing at the fastest rate in Asia Pacific, which is home to 62% of the world's mobile workforce. This combination of youth, mobility and adoption of new technology presents a significant opportunity.

Thinking around workplace strategy has traditionally been led by companies in the West, particularly by multinational consulting and technology firms which first embraced alternative workplace strategy principles in the 1990s. Unsurprisingly, therefore, alternative workplace strategies in Asia Pacific have to date been led by Western multinationals – predominantly by those in the financial services and IT sectors - although many firms which have implemented alternative workplace strategy in their home markets have yet to do so in this region. However, Asia Pacific companies are now beginning to break through. Leading Chinese and Japanese companies are already looking at introducing workplace strategy processes and practices, although efficiency is the main driver at their early stage of adoption. The public sector in Singapore has been another early advocate in the region.

That said, there remains a lack of understanding within Asia Pacific of what workplace strategy is, partly because of the shortage of experience and skills gap that currently exist in the region. Other challenges include the enormous size of markets such as China and India. One or two high profile workplace strategy projects can have a big impact in a small market and encourage other companies to follow, but this is not always easy in such large and diverse countries. Engaging with employees can also prove to be a challenge. In many countries within the region it goes against cultural norms for staff, particularly those at a more junior level, to speak up and tell their superiors that they want change. At the same time, however, it is often comparatively easier to implement change in this region once a decision has been made, given the strong command and control culture that exists in a number of markets.

Making it happen

Implementing workplace strategy within a company requires communication and a good level of understanding. This – as opposed to ‘selling it’ – is crucial. Listening to and connecting with business leaders who can either be advocates, open minded, skeptical or sometimes even outright hostile is essential to creating an environment conducive to the implementation of workplace strategy. When a senior executive leads by example and shows a willingness to adopt the change personally it counts for a great deal. In cases where the CEO is a technophile or natural innovator the adoption of workplace strategy across the entire company usually happens a lot quicker.

The ideal process of engagement is to firstly begin by starting a dialogue with the senior executive or decision maker and ascertaining their understanding, knowledge, opinions and even more importantly their misconceptions about alternative workplace strategies by listening to what they have to say. Executives can then be supplied with case studies, data illustrating measured benefits such as cost savings, lower utility usage and improved space efficiency, examples of what other companies have got right and wrong, and other material that resonates. One crucial element of this initial process of engagement is to give senior executives adequate time to reflect upon what an alternative workplace strategy could mean to their people and the potential impact it could have on their company.

The next step is to begin building enthusiasm from different directions by meeting individually with senior decision makers the next level down from CEO. Again, building a case for workplace strategy by presenting compelling evidence is key. Pitches can also be made more effective by being tailored to each executive’s business line and key performance indicators. Once buy-in and alignment at this level has been secured a group discussion can be held during which those executives which still remain unsure can be influenced by peer pressure, resulting in a final decision and, ultimately, endorsement.

Middle management is often the most resistant, primarily because they often have to make the biggest changes to the way in which they work. In particular, they fear it will make redundant the management techniques they have developed and diminish their standing in the eyes of their subordinates. They can also be concerned about the staff reaction to changes in the workplace and their ability to support staff through these changes. In contrast, younger and more junior staff are normally the easiest to convince – and are often requesting changes to workplace practices anyway.

Communication is a key component of successfully implementing workplace strategy and should be two-way. Employees can be kept informed of what is happening via email announcements and town hall meetings. Feedback can be solicited via workshops or anonymous online surveys. Many organisations opt to brand their workplace strategies under a single name such as ‘@Work’, ‘Smart Work’, ‘Agile Work’ and ‘Workplace 360’ in order to add more coherence to what can be a range of disparate programmes and measures.

3x

new meeting places

4x

investment in personal technology

100%

mobility within the office

30%

less leased space

30%

saved in rent and CAPEX over 10 years

room for

40%

more people

Source: CBRE, 2014.



“We would not go back to the old way of working”



Challenges

Within many companies there can be significant resistance to programmes that seek to change working styles and corporate culture. Some companies have reported high levels of opposition among staff - especially at senior level - to giving up personal offices or space. Whilst resistance to change is often the main factor, this can be difficult to counter in the absence of hard facts illustrating the benefits of a different workplace solution.

This situation leads to the key issue of how much room for opting in or opting out can be accommodated into the process of implementing workplace strategy solutions. 'Too little' risks a blanket approach and can lead to conflict, whilst 'too much' can lead to opting becoming the norm and undermine the entire programme. One possible solution could be to frame the decision in terms of role profiles rather than applying a single decision to whole teams or departments. Ultimately the key to securing cultural change is to provide evidence demonstrating the effectiveness of workplace strategy in practice. Imposed solutions either do not last or meet so much opposition that they never even make it off the ground.

In the past many workplace strategy initiatives failed as they were simply transferred from West to East without any consideration or thought for the local culture. The enormous diversity of local cultures in Asia Pacific requires workplace strategy programmes to be tailored and adapted to each market - as well as to each company - and placed in the appropriate cultural context. Corporations should have a



30%

Less office space.
Maintaining an inspiring
and pleasant environment

100%

Increase in guided tours
around our Symphony
office.

Overall housing costs
reduced by

18%

50%

Less printing

Source: CBRE, 2013.

global workplace strategy whereby the overarching principles and guidelines are the same and can be applied globally but allow for physical solutions to be customised to individual local markets. The key is to create an ecosystem of flexibility so workplace strategy can be applied locally.

Differences between the various generations in the workplace have also been cited as posing a challenge to the successful implementation of workplace strategy. Many companies now have employees from four distinct generations which can encompass distinct sets of attitudes, behaviour expectations and ways of working.

However, discussion of generational differences is often driven by marketers and applying this to a corporate setting does not always translate. Descriptions of generations are often stereotypical; the older generation in the workplace can be very tech savvy in the corporate sphere and have a real appetite for new technology and ways in which they can learn from younger colleagues. At the same time, Generation X and Millennial employees often pick up triggers from older workers in the form of wisdom, experience and reflection. There is also an organisational and cultural norming process that reduces some of these generational differences which relate to behaviour and life stages. These large differences in age, culture and work pattern emphasise the importance of focusing alternative workplace solutions on diversity and avoiding hierarchy.

Case study – CBRE Japan office

In 2014, CBRE consolidated its four Tokyo offices in Hamamatsucho, Nihonbashi, Shinjuku and Saitama into a single location in Marunouchi under 'Workplace 360' – CBRE's global workplace strategy initiative.

CBRE Japan leadership's vision:

- 1) Create a workplace that promotes cross-selling and collaboration across all business lines in order to create better client solutions and services, enhance collaboration among all staff, improve efficiency and flexibility in how and where staff work thereby enabling them to be more proactive, and support CBRE in its RISE (Respect, Integrity, Service and Excellence) values
- 2) Bring CBRE closer to its clients
- 3) Showcase the CBRE brand and its leadership in the industry
- 4) Enhance CBRE's ability to attract and retain talent
- 5) Create a working example of CBRE's view of the 'office of the future'

The Process

The team leveraged CBRE's global best practice to formulate and implement the Tokyo workplace strategy initiative. The key stages of this project are summarised in the diagram below.



3-8 weeks

Recommend to do as early as possible before a relocation or renovation project

Time varies depending on project size

Source: CBRE, 2014.

To watch the video of CBRE's Japan office installation and its exciting artwork project completed in collaboration with famed Japanese artists Rinpa Eshidan, ESOW, and Shinichiro Inui, please go to the following link www.cbre.com/tokyo-office or scan the Quick Response code.



The Strategy

After taking into account the CBRE Japan leadership vision, the results of observing staff in the office (which found that staff are highly mobile, internally and externally) and the findings of online surveys and workshops (which pointed to a need for greater variety of space, a need for spaces for concentrated and focused work and better collaborative spaces), the project team selected an activity based workplace strategy.

This strategy would empower staff to be able to choose where to work based on their activities. It would offer a large variety of spaces including different types of team desks, focused zones and desks, private phone booths, open collaborative areas, personal lockers, meeting rooms and a café. All spaces would be shared and wireless technology would enable staff to work wherever they choose.

Change Management

The CBRE Tokyo offices went through a five-month change management programme to help staff understand and adjust to their new working environment. Internal communications included messages from the CEO, a FAQ on the intranet, project update emails every week and an office guidebook and quick guide for managers. Training sessions were organised for new employees at a weekly townhall meeting and additional special sessions were provided for staff at assistant and manager level, as well as for all business lines.

Challenges

The project was not without its challenges. These included:

- **Engaging with, informing and training all level of the business**
This was overcome through the implementation of a detailed change management programme
- **Creating a workspace that supports CBRE's business operations in a more effective and optimal way**
This was achieved by adopting CBRE's global workplace initiative, 'Workplace 360' (based on a globally recognised workplace solution known as Activity Based Working) and tailoring it for the local CBRE Japan business and culture
- **Overcoming the traditional Japanese workplace and mindset**
- **Implementing a new technology strategy and platform including laptops, softphones and VPN for all staff**
- **Moving to a paperless work-style and reducing onsite storage**
CBRE achieved a 92% reduction in the new office

Success factors

- 1) Developed clear and measurable goals – e.g. 90% reduction in paper
- 2) Had strong support from executive management
- 3) Listened to and engaged with staff
- 4) Created a defensible solution through a research-based approach
- 5) Established training and etiquette for the new office for both employees and managers
- 6) Developed and implemented a clear change/communication plan
- 7) Implemented the right IT to support the new workspace

CBRE Japan office **BEFORE**



Activity Work Base



21 phone booths

for confidential calls or discussions,
quickly accessible from anywhere

Choice of desks with one,
two or no monitors

100% employees
have laptops and softphones

Source: CBRE, 2014.

Meeting rooms



Number and size of meeting rooms optimised
based on observed usage:

- 23 rooms, 75% are four to six seat rooms
- Two rooms are multipurpose for small meetings or 20+ seat internal meetings
- All rooms have one to two displays

CBRE Japan office **AFTER**



Focus space



20%+ of desks
are available for easy concentration
(quiet, no phone allowed)

95% employees
spend **25%** of their time doing
focused work in a typical day (survey)

Source: CBRE, 2014.

RISE Café by Mojo



- Not just a cafeteria – spacious meeting and recreational space
- Provide space to bring and have informal meeting with customers and visitors
- 100-seat, useable for large seminar

Future trends

To date, attempts to connect the real estate function with human resources, technology, operations and other corporate support functions have typically been from the perspective of how to conceive and implement change in the physical work place.

In the longer term, to leverage the true value of the partnership between the various enterprise support functions focus will shift from the work place to the work experience. It is through this shift that the support functions can be enablers of enterprise transformation and business improvement.

‘The work experience’ is the holistic employee experience of work within a corporation. It is about proactive understanding and intervention by the employer to shape positive work experiences inside and outside the corporate workplace. The work experience encompasses a wide breadth of issues, including streamlined processes, employee health and wellbeing, teams and culture, flexible work hours, diverse work places, and ensuring that the infrastructure and technology that support work activities are appropriate, seamless and always available.

From a technology perspective the key change shaping the work experience is the mobilisation of organisational operational processes. The most visible aspect of this change is the ability to work anywhere, anytime. This change is driving organisational restructure, role and process change, which equally is creating a profound impact on the work experience.

The work experience is built into the fundamental culture and employment brand of a number of leading organisations. Provision of free and healthy food, recreational facilities, concierge support and playful work environments are often seen as signature elements. These are the high-profile examples of work experience. As much value can be achieved by simpler and more basic interventions in the employee work experience, this might be as simple as making sure there are working whiteboard markers in meeting rooms. It is not necessarily about cash investment as much as time investment to create positive experiences for people. At work people want to innovate, build on ideas, solve problems and create solutions. They expect everything else that supports them to simply work so they can get personal satisfaction from what really matters to them.

Every organisation already has a work experience that may be good, bad or indifferent. In most cases that work experience is the combination of a number of disconnected initiatives, policies and unintended consequences. The intention of taking a proactive approach is to align these disparate parts in order to:

- Build a strong culture and sense of belonging
- Motivate people by demonstrating that they are valued
- Enhance health and wellbeing
- Make sure that enterprise infrastructure is fit for purpose and does what it is supposed to do
- Ensure business processes are lean and fit for purpose



The ultimate aim is to drive improved personal and business performance and to attract, retain and support talented people while keeping the wage base down.

When corporate leaders make a conscious decision to enhance the work experience they are, in effect, becoming facilitators of a curated experience for their colleagues. Solutions are best created by a wide cross section of people from lines of core business and across the support functions.

The key steps to create or support the work experience are:

1) Create an aspiration for the work experience.

Be clear about the areas of focus and why it is worth the investment of time and resources.

2) Map all of the 'touch points' between the individual and the organisation.

What are all the different ways that the organisation impacts the employee experience through technology, space, amenity, behaviour and culture? What is the current quality of the work experience today? What could it be and what should it be in the future?

3) Consider the quality of the experience

First impressions, delight, the unexpected, daring to be different and lasting impressions can be at the essence of positive experiences.

4) Create an implementation plan

Define the gap between the current situation and the desired future situation – for every part of the organisation that can affect a touch point with employees. Identify what needs to change to achieve the desired outcome. Once all factors are captured, each enabling party can develop next steps and an investment plan to implement required solutions. Solutions may be implemented incrementally, tested in pilots, or applied at scale in conjunction with other major business transformations.

A structured and holistic corporate focus that maps and defines desired work experience can clarify the true value of the physical work place to organisations and their people. The following are some aspects of the work experience that are fundamentally rooted in the substance of physical space and technology:

- **Facilitate human experiences – social and work-focused. A way of shaping culture**
- **Expression of brand and the symbols of community – of what we stand for – of what kind of community we want to be a part of**
- **Access technology and building infrastructure that you cannot get on a mobile device**

As corporations in Asia Pacific seek to leverage every competitive advantage, expect to see an increased focus on the work experience in the region in the near future.

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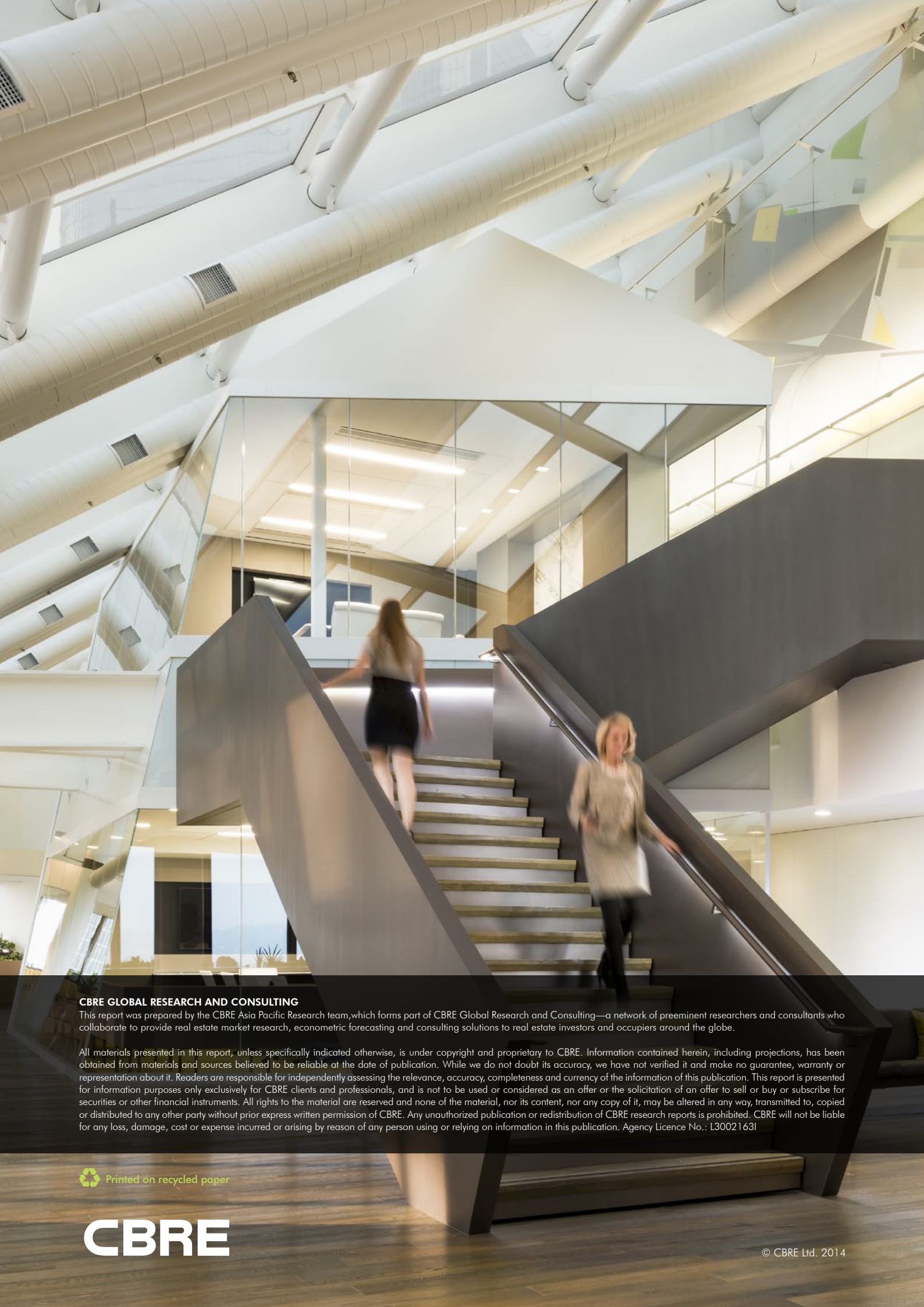
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