



# The ISS 2020 Vision: New Ways of Working – The workplace of the future

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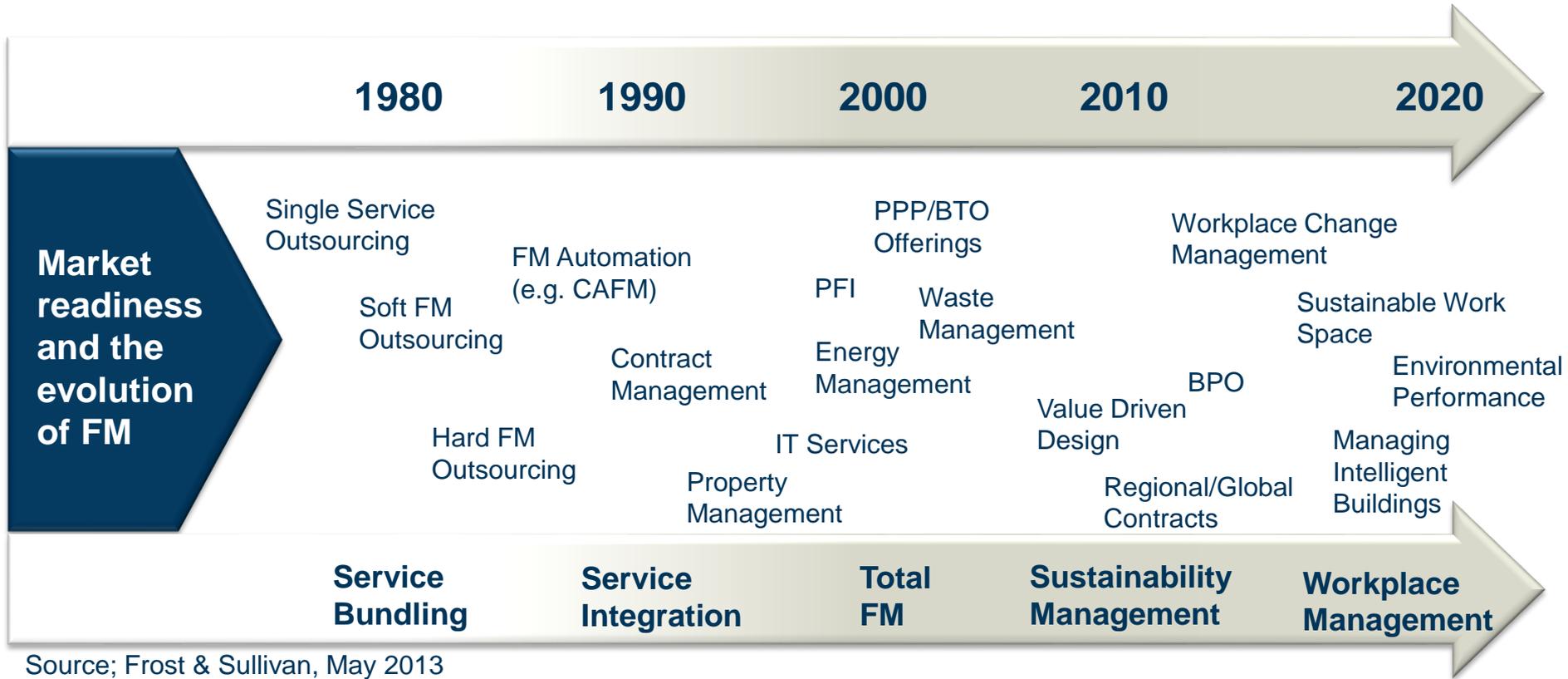
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Copenhagen Institute for Futures Studies

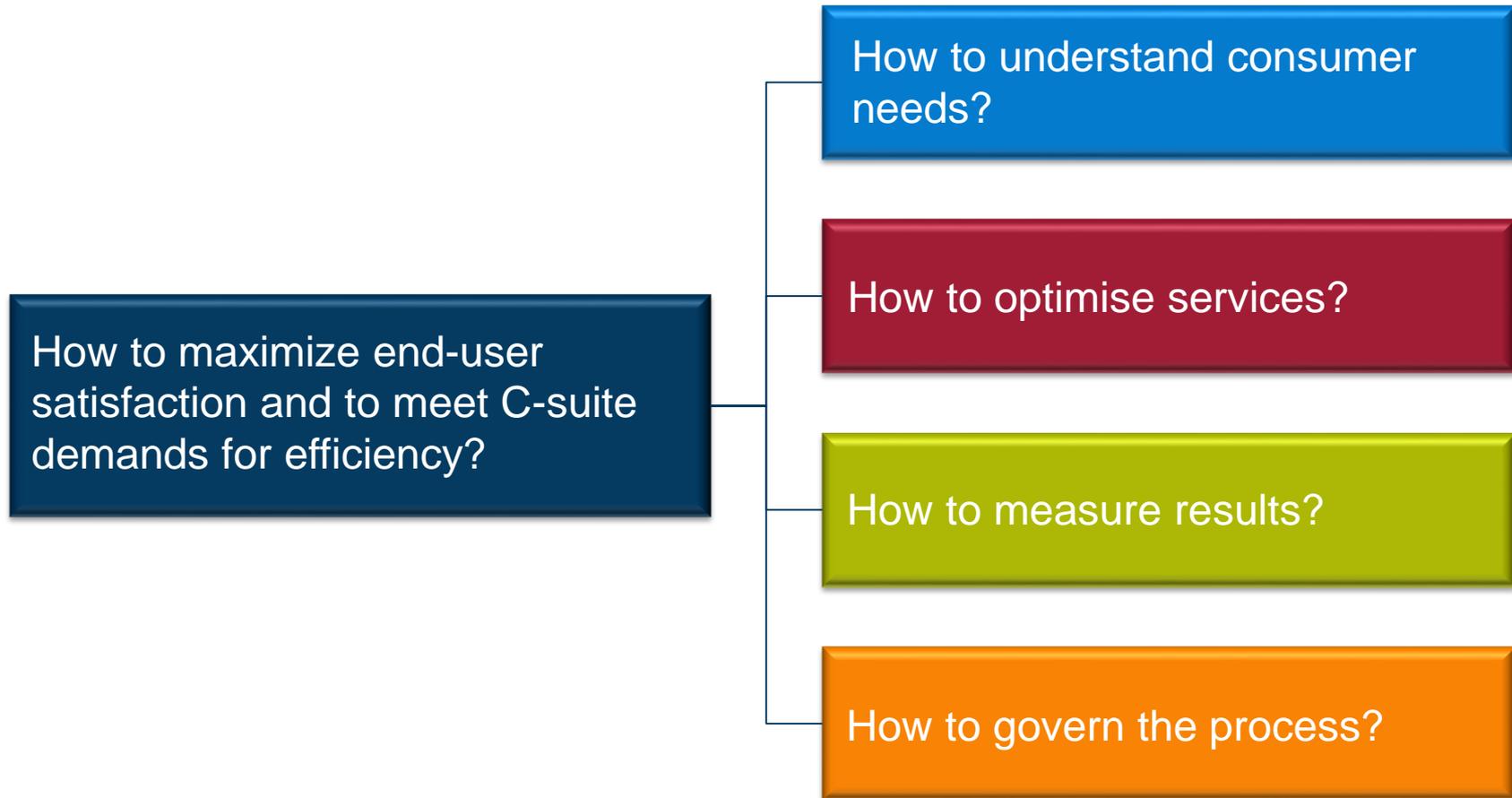


Work, the workplace and the  
FM industry will be radically  
different towards 2020...

# FM industry's evolution...



# FM will face some fundamental challenges...



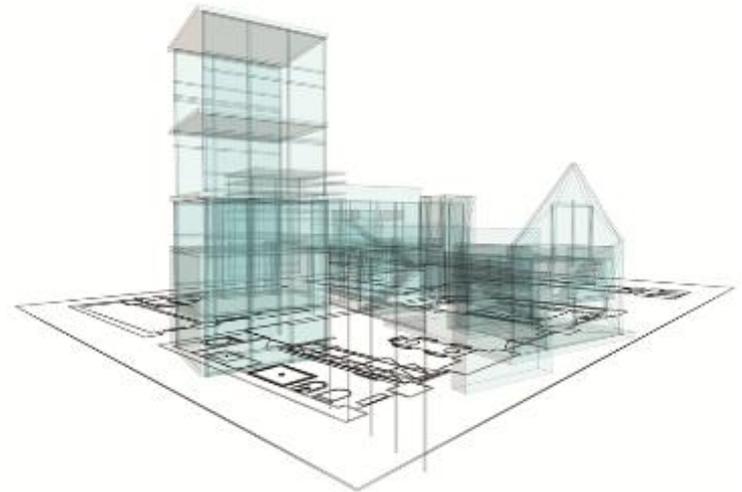
# What drives experience – today and in the future?

The ISS 2020 Vision series:

**Scenarios for the future of the  
Global FM Industry**

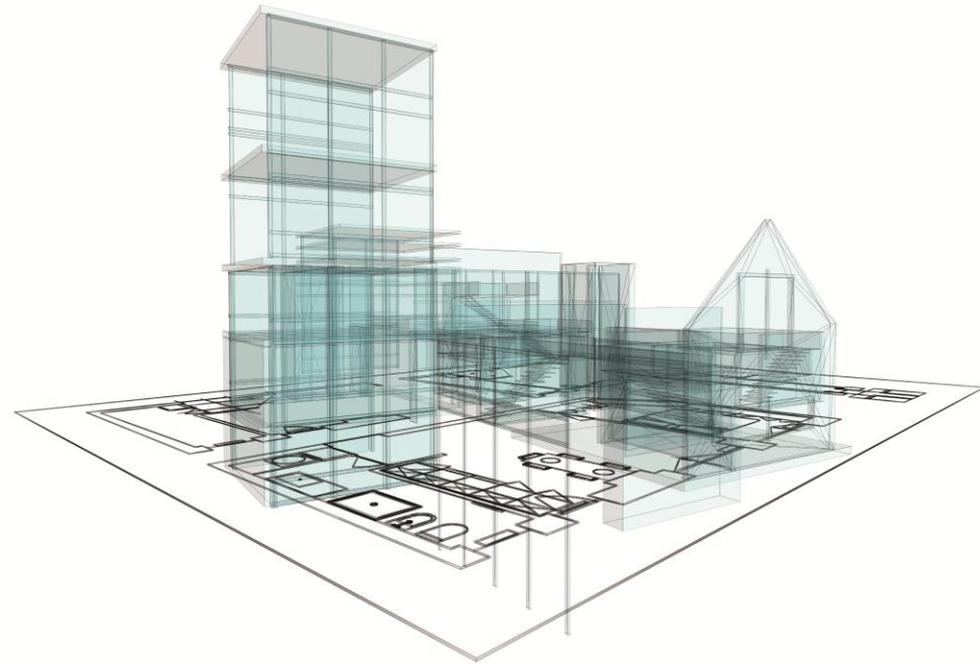


**New Ways of Working - the  
workplace of the future**



# Help organizations to create better workplaces

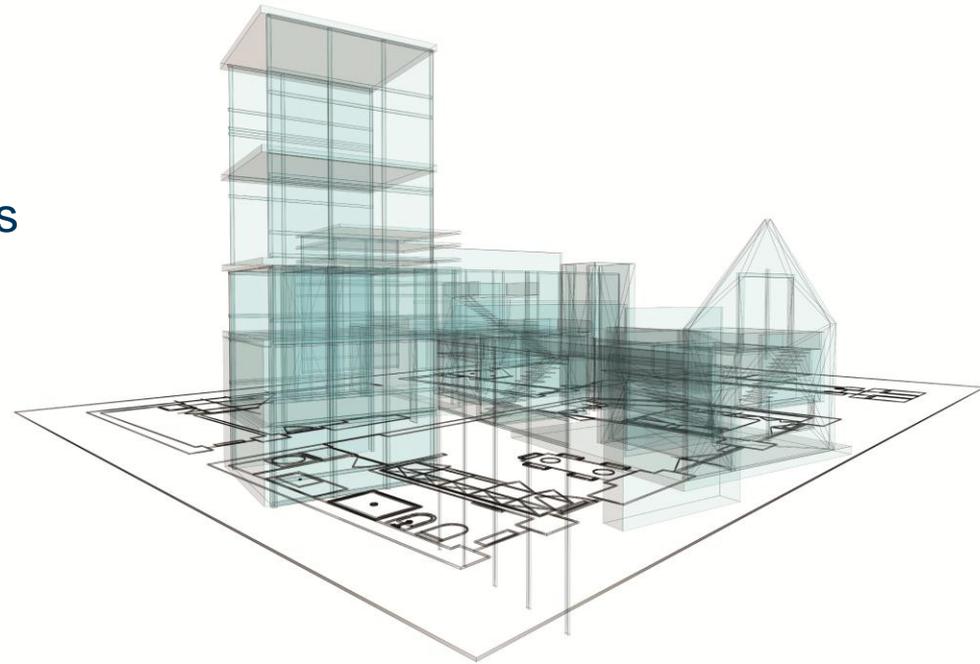
- Surveyed 613 FM experts from 56 countries
- Interviewed 17 subject matter experts from 9 countries
- Collected clients' insights during workshops in Austria, UK and Norway



# The workplace will become an 'experience hub'

The future workplace of successful organizations are;

- Attractive environments where **employees will want** to work
- Helping organizations fulfill their strategies, deliver on brand promises and empower organizational culture
- Generating significant financial and environmental savings
- Showcasing what organizations can do for clients
- Helping organizations shape their future



# Future challenges that FM providers must solve

## Work

1. Paradigm shift increases the need for adaptation
2. Technology as the enabler of collaboration & change
3. Urban areas allow companies to leverage surroundings

## Workforce

4. Polarization of the labor market
5. Increasing labor market diversity
6. Growing need to focus on employee well-being

## Workplace

7. Personalization of the workspace
8. Sustainability and the future workplace

# Workplace must address end-users' needs

- Work is not constrained to time and space
- Competitive advantage is gained from organizations' ability to shape behavior:
  - My behavior,
  - My colleagues' behavior,
  - Collaborating partners' behavior
- Increasing number of teams and workspaces are organized around limited, temporary and task-based projects
- Workplace strategies change often and quickly



# Companies are responding to the challenge by

## Less space

- M2 per employee fell from 20.9m2 – 16.1 m2 (2007-2012).
- If trend holds, 9,29 m2 by 2017

## Less privacy

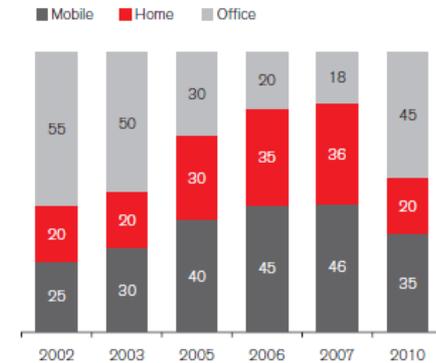
- Open office plans are becoming rule as companies seek
  - cost effectiveness
  - greater collaboration

## Longer days

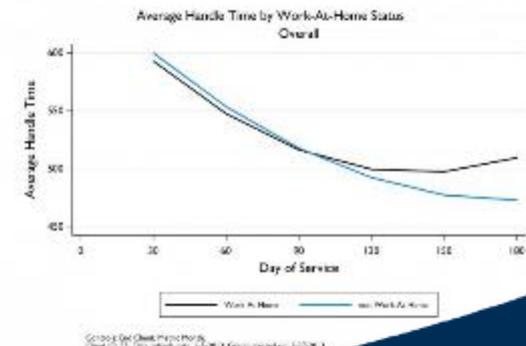
- Recession is causing people to work longer days, according to Towers Watson survey.

Source: What we've learned about the future of work, Gensler, 2012, Herman Miller, Coworking, Swarming, and the Agile Workplace, 2012. Chris Taylor, Here's Why You Should Work at Home — for 90 Days, Mashable, 2013.

## Employees are returning to the office



## Might not be a bad thing if they are cycled out every 90 days



# For FM, it is important to be prepared to;

- Create a structured process to monitor, collect, analyze and act on user data (big data)
- Take action: Any change to workplace or service provision needs to be done quickly, cost-effectively and with little disruption
- Plan for relevant technical and non-technical contingencies
  - **Technical:** disruptions due to power outage, flood or other disruption
  - **Non technical:** Core organization has good chance of winning major contract and needs to hire new employees or vice versa



# Example: Training & Contingency Planning

**Red Avatar:** I need a conference room very urgently. What about in 2 hours?

**Yellow Avatar:**

- ▶ I have to leave for a meeting right now, but please take a look at room 2305. This one should be available.
- ▶ Sorry, I can't help you. You should have asked one day before.
- ▶ What are the services you need and how many participants do you expect?
- ▶ Let me have a look into my CAFM system.

**Co-worker Panel:**

- Satisfaction
- Costs
- Performance

**Facility Manager Panel:**

- 1853 / 2200 ☆☆☆ 1  
Event Management
- 1840 / 3000 ☆☆☆ 3  
Maintenance
- 2780 / 3000 ☆☆☆ 4  
Key Management
- 2340 / 4000 ☆☆☆ 2  
Cleaning

**Navigation:** Day: 23, 10:45:43

**Map:** A circular compass rose showing North (N), South (S), East (E), and West (W).

Source: Serious Gaming, FMJ, Sep/Oct 2013



# Implications for the FM industry

## Permits

### Information

- FM managers will have real-time access on location
- Supervisors have real-time understanding of building operations

### People management

- Field service personnel workflow optimization

### New workplace strategies

- End-users enabled to use hotelling and activity-based
- FM providers can source services in innovative ways

## New challenges

### Reliability

- Data centers grow in importance. More redundancy, planning for disaster recovery sites

### Security

- Physical data security (break-ins are surprisingly common)
- Make sure data policies are in order
- Firewalls
- Develop dynamic building access requirements

### Flexibility

- FM flexibility must match core organization's

# Growing importance of employee health and well-being



Source: Ron Goetzal et al. "Health Absence, Disability, and Presenteeism Cost Estimates," *Journal of Occupational and Environmental Medicine*, April 2004.

# Growing importance of employee health and well-being

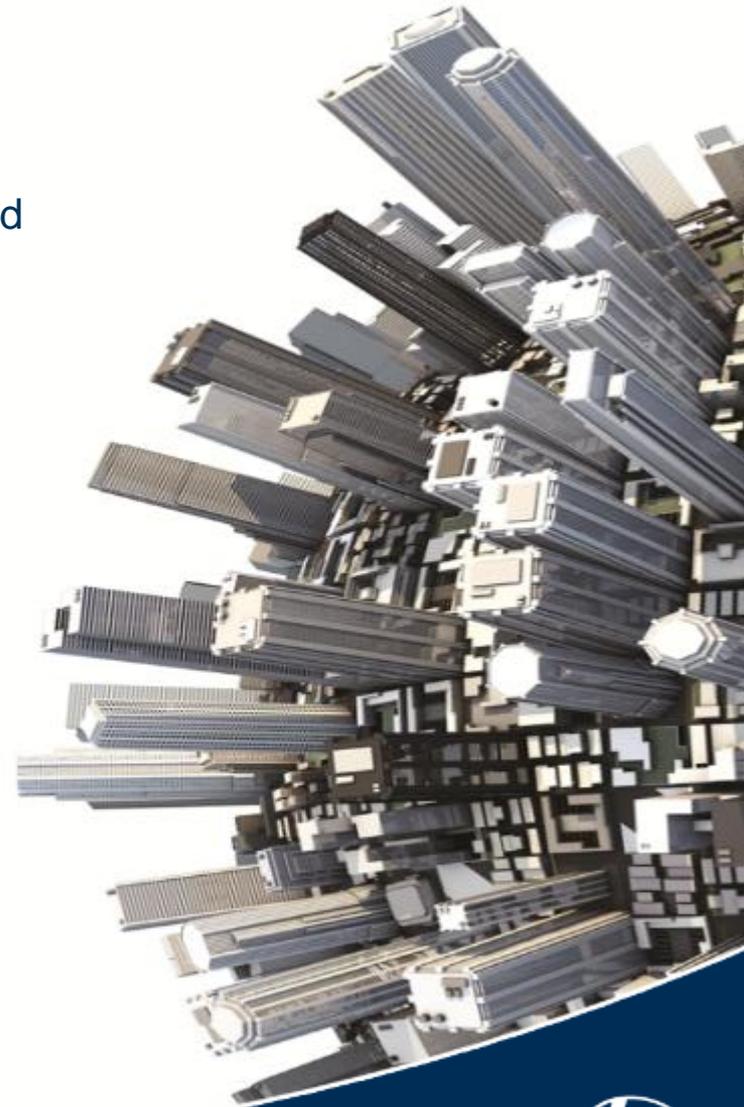
- Employee turnover, absenteeism and presenteeism affect all of our organizations' bottom lines
- Presenteeism costs US employers \$255 per employee per year
- New office designs and technologies can negatively impact users' health
- ISS can help companies reduce their risk exposure to such employee health issues as:
  - Allergies
  - Chronic pain
  - Diabetes
  - Stress

## A workspace that needs a redesign



# For FM, it is important to be prepared to;

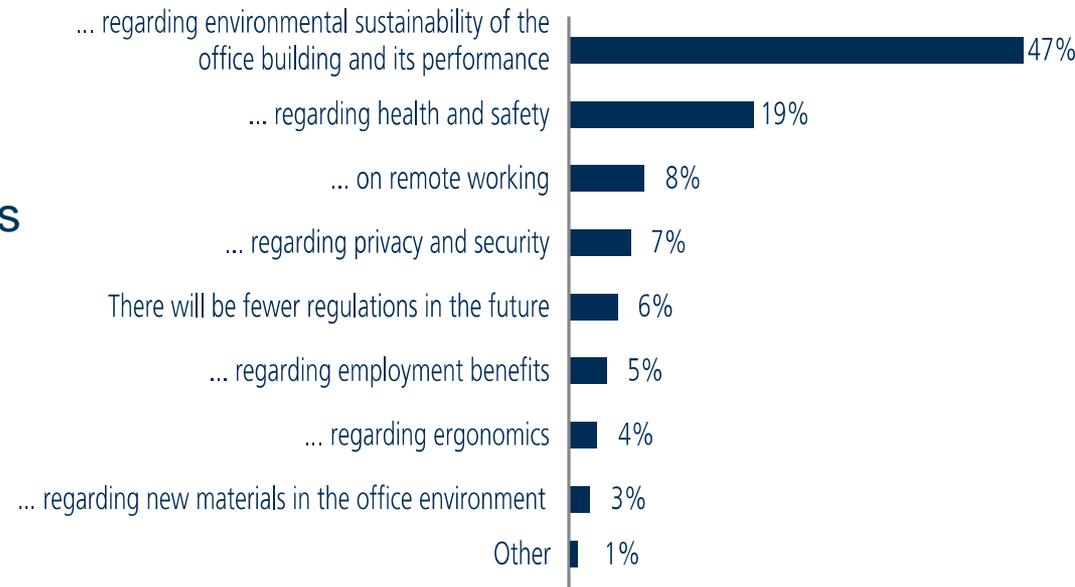
- Balance demands for cutting costs while ensuring well-being of employees
  - Monitor noise levels, odors and other irritants and act to reduce them
  - Develop healthy meal plans
- Work to reduce workplace irritation moments
  - Aid users in finding colleagues in flexible office environments
  - Combat ineffective meeting cultures
- Develop training programs to remind workers about correct ergonomic postures
- Develop services that accommodates work in private spaces or in 3<sup>rd</sup> workspaces



# Sustainability remains a key challenge for the future

- Buildings represent 20 percent of energy consumption
- Surveyed FM experts expect more regulations concerning sustainability
- Improving building performance is moving towards changing tenet behavior
  - Change employee behavior
  - Location of buildings compared to where employee live now part of LEED certification
  - In buildings with multiple organizations as tenants, FM providers are moving towards collaborative solutions

## What kind of regulations will influence the office design the most towards 2020?



Source: ISS 2020 Vision: NWOW, 2013

# From MIT, in just five years, workplaces will be prepared to open



Apple Cupertino (walkability score: 49) and Facebook's HQ



Amazon's Seattle HQ (Walkability score 98, Transportation score 90)



Source: Atlantic, 2013



# For FM, it is important to be prepared to;

- Monitor, collect, and analyze energy, water and waste parameters against requirements and look to how organizations can continually improve:
  - Building design
  - Building management
  - Building maintenance
- Collect and analyze user behavior to improve sustainability profile
- Improve space management and rapidly configure and reconfigure flexible office spaces
- Utilize new technologies that improve utilization of assets:

## Insight@ISS - analytics and reporting



# Workplace will become an experience, not a facility

Focus will be to leverage the core organizations' ability to:

- Maximize utilization of assets
- Reduce risk and exposures
- Increase flexibility
- Create attractive workplaces to leverage strategy and change the organizational culture

Thereby the FM provider will have to:

- Engage customers/consumers (service experience)
- Become more extroverted and commercially oriented
- Seek alliances with others, including competitors
- Balance engineering with workplace psychology



# The future role of the Facility Manager

FM must help clients achieve solutions to create a workplace, which will;

- Fulfill client's core strategy
- Fulfill client's brand and promotes a positive organizational culture
- Generate financial and environmental savings
- Create productive, efficient and fun workplaces where employees will want to work
- Help shape organization's future
- Showcase what the organization does for its clients



# Acting today, shaping the future

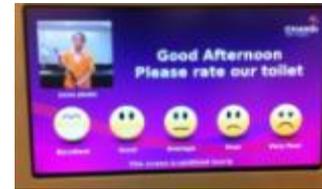
“Consumer”  
experience

Instant feedback  
from service  
employees – e.g.  
floor hosts, “*moment  
of truth*” and  
“temperature checks”

**Systematic** surveys  
(client, employee and  
consumers)

Segmentation and  
“user journeys”  
with focus groups  
(e.g. moves &  
change projects)

Beta-testing  
workplace  
solutions (e.g.  
“livelab”)



Acting today

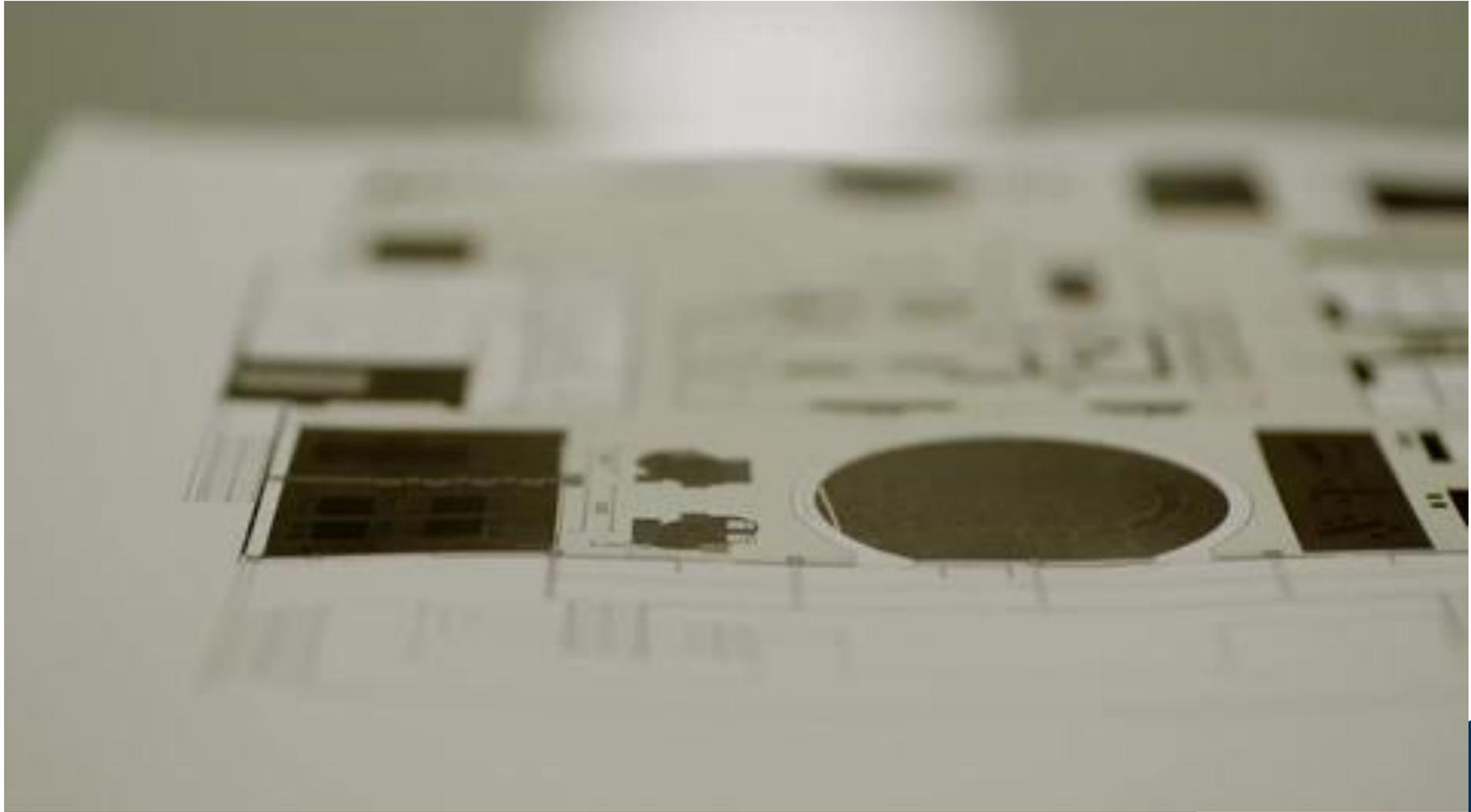


Shaping tomorrow

# Adapting learnings at the new Global ISS HQ



# Taking our own medicine....



# Thank you for your attention!

"The future is not  
something we enter.

The future is  
something we create."

*Leonard I. Sweet, writer, teacher & preacher.*

