

# ISS 2020 Vision

*Creating best in class workplace experiences*

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Peter Ankerstjerne, CMO, ISS  
Jeffrey Saunders, Director, CIFS  
20 October 2017

# PRESENTER BIO

## Peter Ankerstjerne Chief Marketing Officer

Peter has been 23 years with the ISS organization, where he is now responsible for Group Marketing. He was the person, who developed the ISS FM model from its original idea to implementation - this is still a key strategic focal point of the group and today represents 40% of group revenue. Peter is author of ten industry White Papers and co-author/editor of five White Books. He is Fellow of both RICS and IFMA – and at IFMA he also serves at the Board of Directors. This is Peter 11'th World Workplace



# PRESENTER BIO

## Jeffrey Saunders

### Director

At the Copenhagen Institute for Futures Studies, Jeffrey specializes in applying futures methodologies to C-level strategic planning for public and private organizations. He has published many articles and reports on corporate real estate, facility management, outsourcing and organizational culture, including 5 white books developed in collaboration ISS World Services. He was also the chief consultant at SIGNAL Architects in Copenhagen, Denmark.



**WORKPLACE**  
Evolutionaries  
a Community of IFMA



**Know-how and actionable steps that promotes employee health and wellbeing in the workplace**



**Provide strategies to incorporate health and well-being services adapted to local preferences**



**Use service design and management to deliver experiences at the most value generating moments**

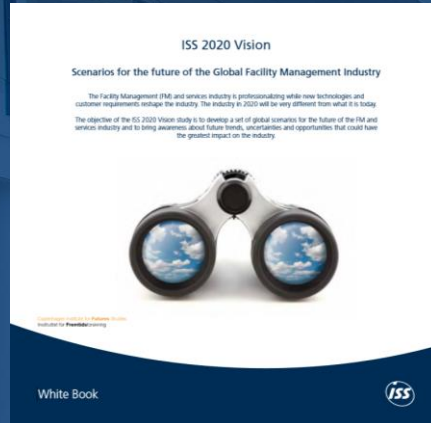


# Conclusions based on over 7 years work to produce the ISS 2020 Vision Series

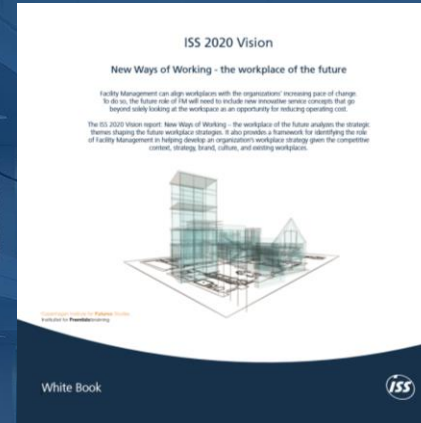
Copenhagen Institute for **Futures** Studies  
Institutet for **Fremtids**forskning



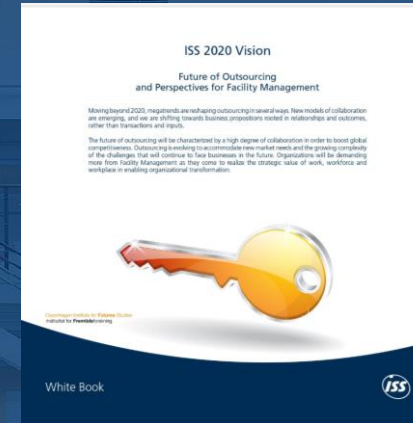
2011



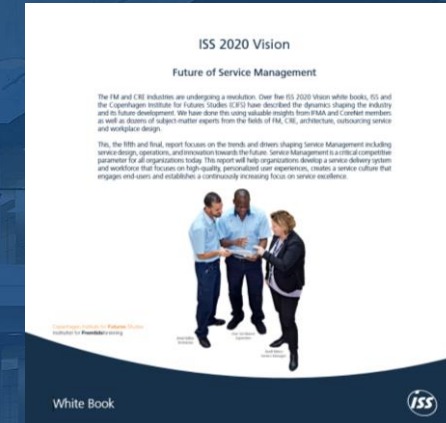
2013



2015



2016



## Research

CIFS megatrends & industry research

## Survey

Appr. 4.500 FM/CRE professionals (with IFMA, CoreNet Global & IAOP)

## Interviews

60 subject-matter experts

and many others...

# Challenges facing future of work



Office Space, 1999

**It's not that I'm lazy, it's that I just don't care.**



# Challenges facing future of work

Copenhagen Institute for **Futures** Studies  
Institutet for **Fremtids**forskning



Only **1/3**  
feel engaged  
at work

**1,3 bn**  
The number of  
mobile workers  
– equalling **37%**  
of total  
workforce

More  
engaged  
employees  
are more  
productive &  
innovative

Only  
**25%**  
feel connection  
to mission

Over **50%**  
of desk are  
empty at any one  
point in time

Only **few**  
companies  
demonstrate  
ongoing  
commitment  
to HWB&E

Lack of  
**engagement**  
drives up  
costs

**60%** of  
decision  
makers:  
need for office  
space is  
decreasing

**Disengaged**  
workers lack  
the **social**  
**connection**  
too

Office Space, 1999

*It's not that I'm lazy, it's that I just don't care.*

# Presentation is divided into 2 parts



Trends shaping world of work

Developing a health and well-being strategy





# Presentation is divided into 2 parts



Trends shaping world of work

Developing a health and well-being strategy



**Nature of work is becoming more volatile,  
uncertain, complex and ambiguous. It is driven by....**



Technology breaking  
down barriers



Workforce becoming  
more diverse and  
mobile

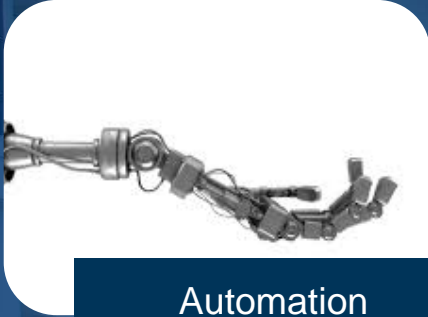


Increasing need for  
specialists



# Technology breaking down barriers

## Automating work and work processes



Automation



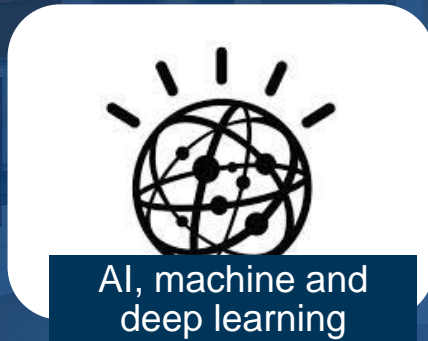
Big Data and advanced data analysis



Internet of Things



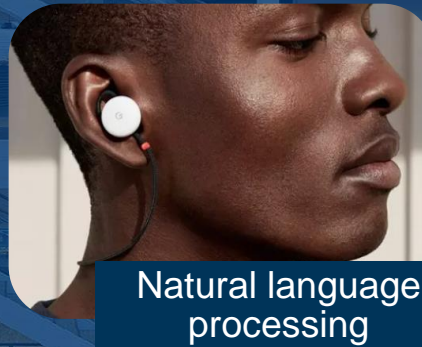
Cloud & mobile-technology



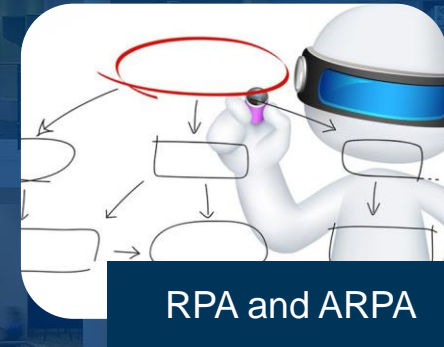
AI, machine and deep learning



New interfaces / devices



Natural language processing



RPA and ARPA



Neural Interfaces



Robotics



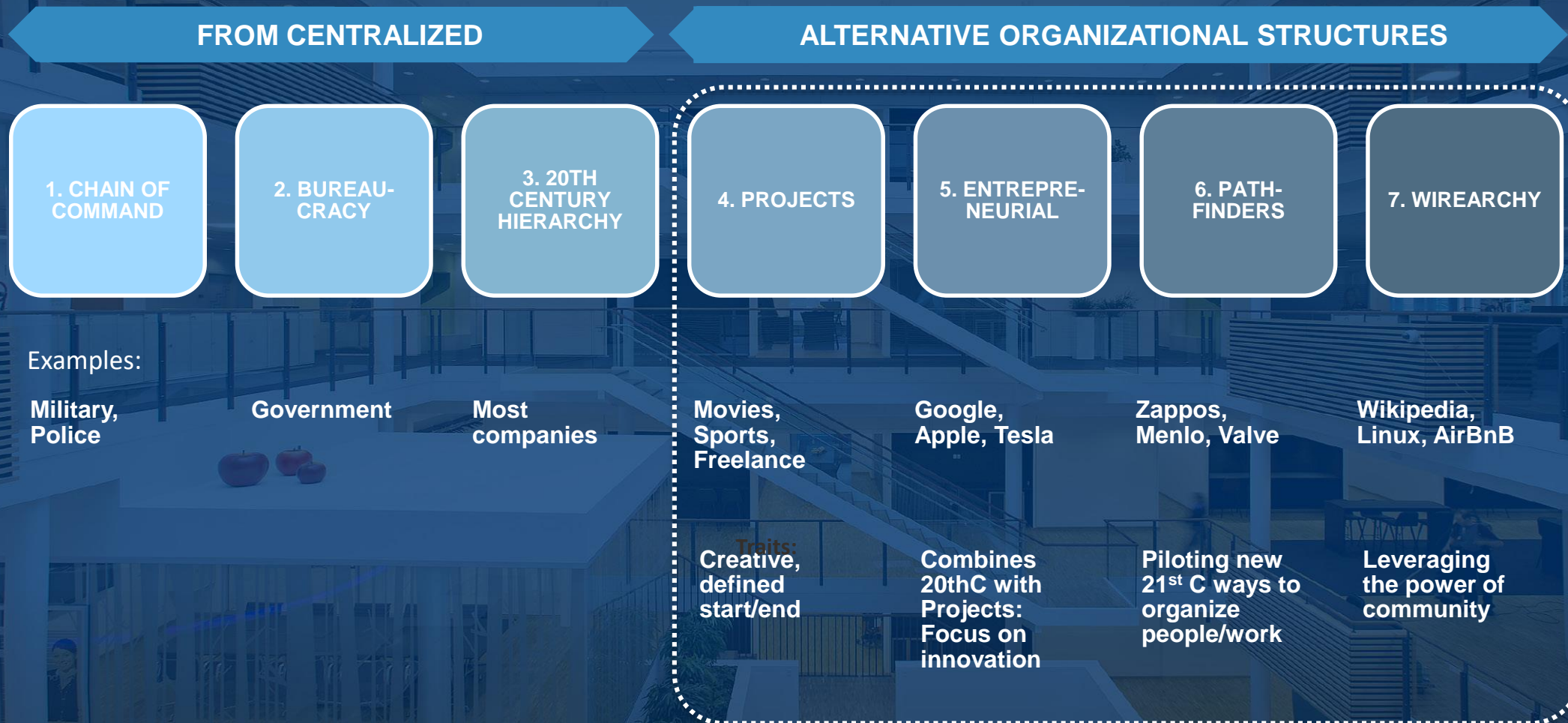
Blockchain



# Leading to new organization forms and leadership requirements

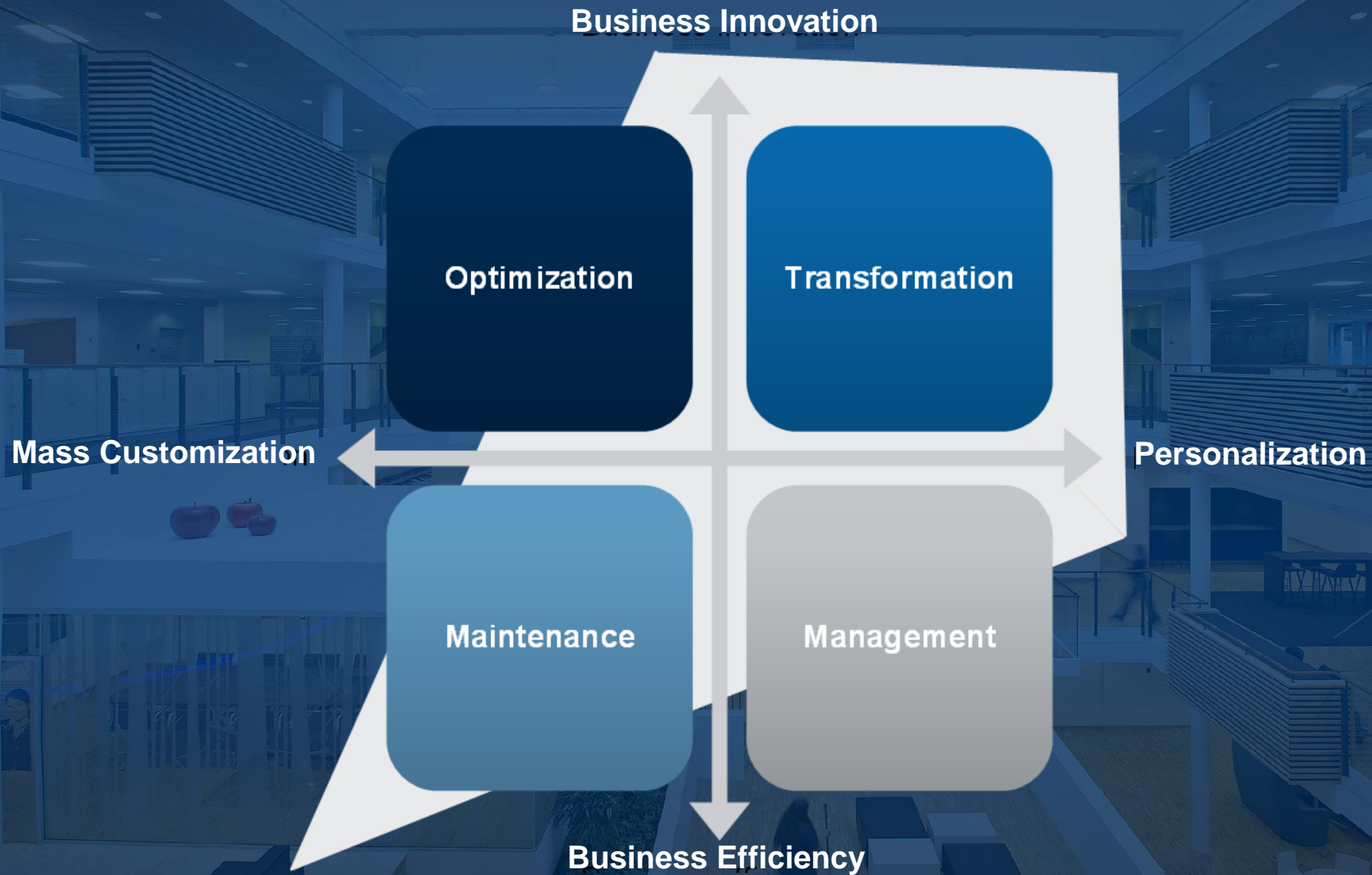


Source: CIFS, 2016,





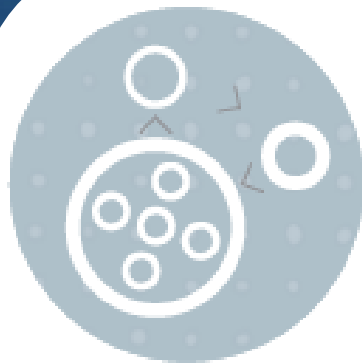
# Driving towards transformation



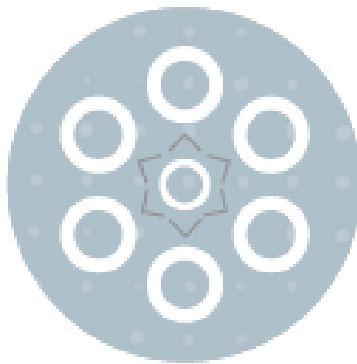
# New ways to collaborate with others



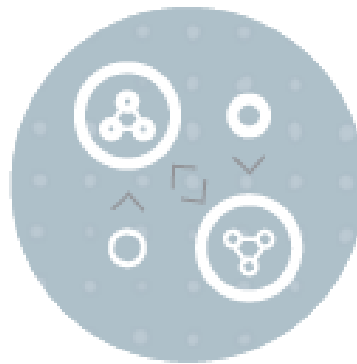
More interdependent



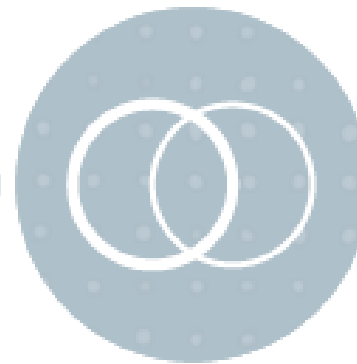
**Crowd  
Sourcing**



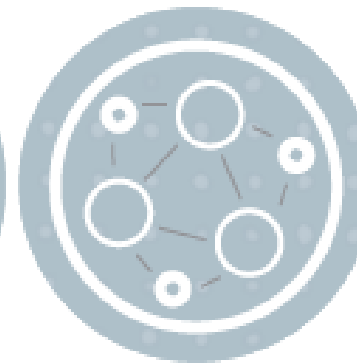
**Solution  
Sourcing**



**Network  
Sourcing**



**Co-  
Sourcing**



**Mesh  
Sourcing**

More transactional



# Organizations need talents



Intellectual  
Mercenaries

Organisations  
becoming  
modular

New  
Collaboration  
Models

Work  
campaigns  
increasingly  
important

Organizations  
need talents  
who can work  
as intra-  
preneurs





# Talent is a sellers' market



Workers have access to technology as powerful as companies offer and better adapted to individual needs

Millennials job security comes from owning own business

Workers want to "Choose their own adventures"

20 - 30 % work as freelancers

Workers change jobs 10-15 times during their career

"Free agents" and "casual earners" do so out of choice



# Among empowered workers who are more diverse and have different career expectations



# Talents want identity and career crafting



As boundaries blur between private and personal life, more individuals crave a meaningful association



More people will be joining companies and finding work that is a manifestation of their personal value sets, rather than for money or satisfaction.



# The workplace now covers...



The office



Co-working



Public places



Working from home



# Assets quickly become liabilities

## Attractive locations are not cocoons





# Central role of the workplace



Workplace strategy

Supporting  
facilities



Service management system  
Technologies

Brand,  
People and  
Culture



Rewards  
Values  
Assumptions  
Attitudes  
Behaviours



# The evolution of the office



Corporatist office

Activity based office

1900

1940s

1960s

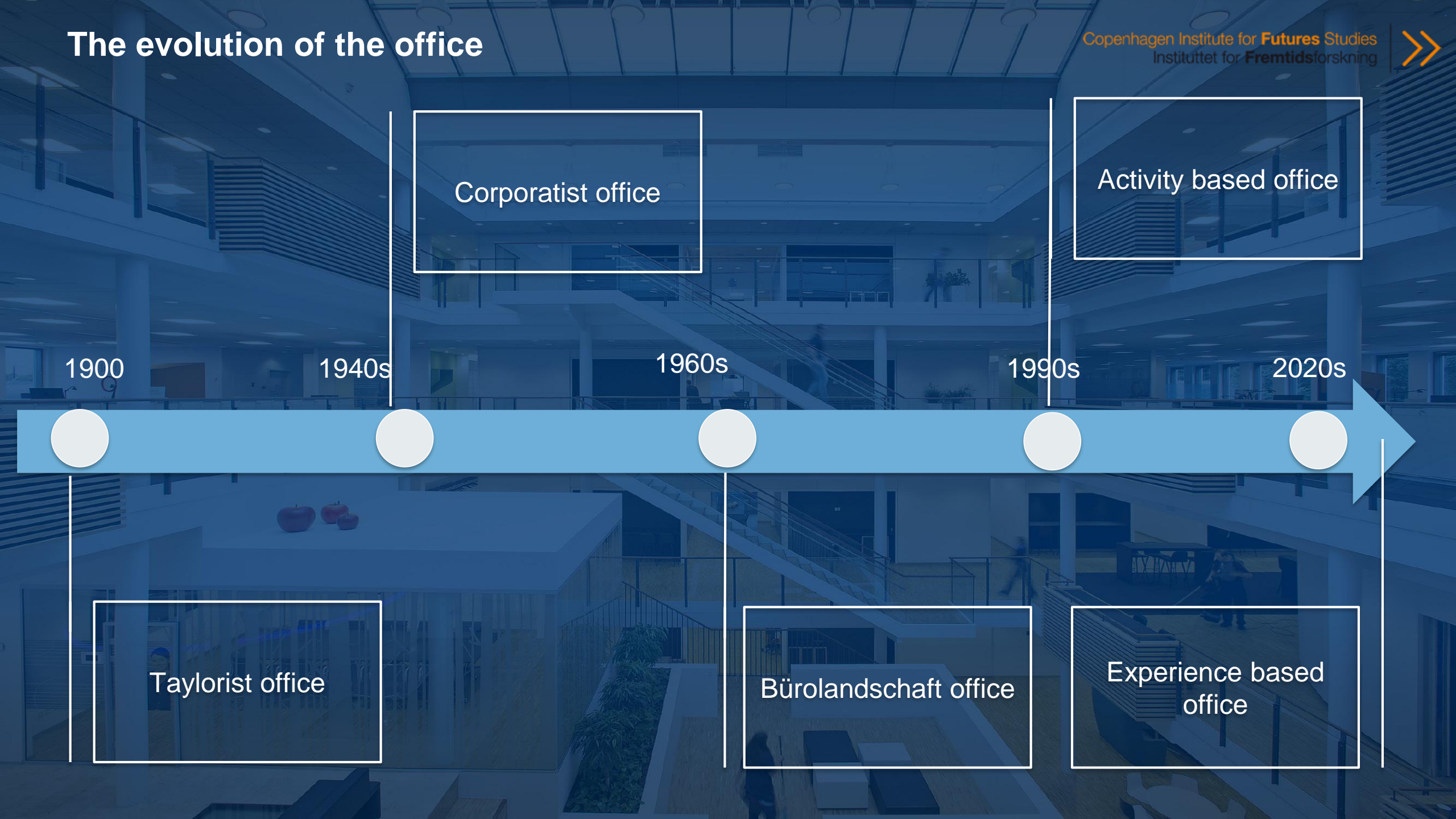
1990s

2020s

Taylorist office

Bürolandschaft office

Experience based  
office





# CoWorking spaces are disrupting the service offering





# Presentation is divided into 2 parts



## Trends shaping world of work

## Developing a health and well-being strategy



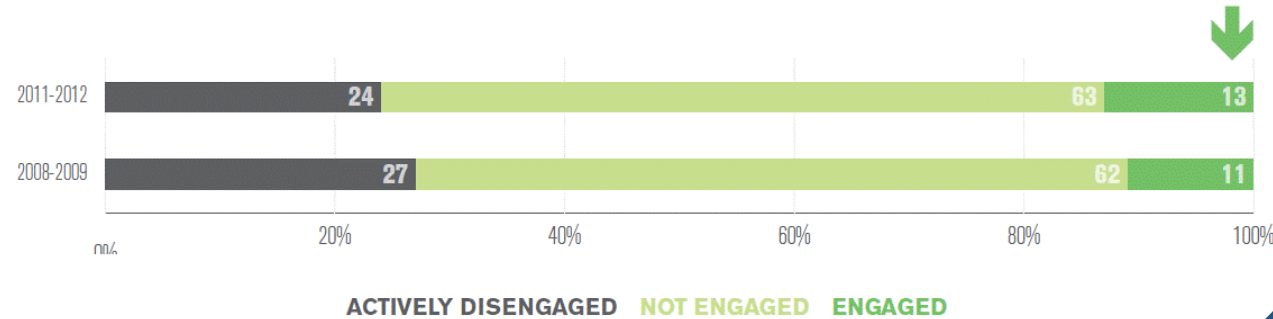


# Engagement...



## OVERALL ENGAGEMENT AMONG THE EMPLOYED POPULATION IN 142 COUNTRIES WORLDWIDE

ONLY 13% ARE ENGAGED



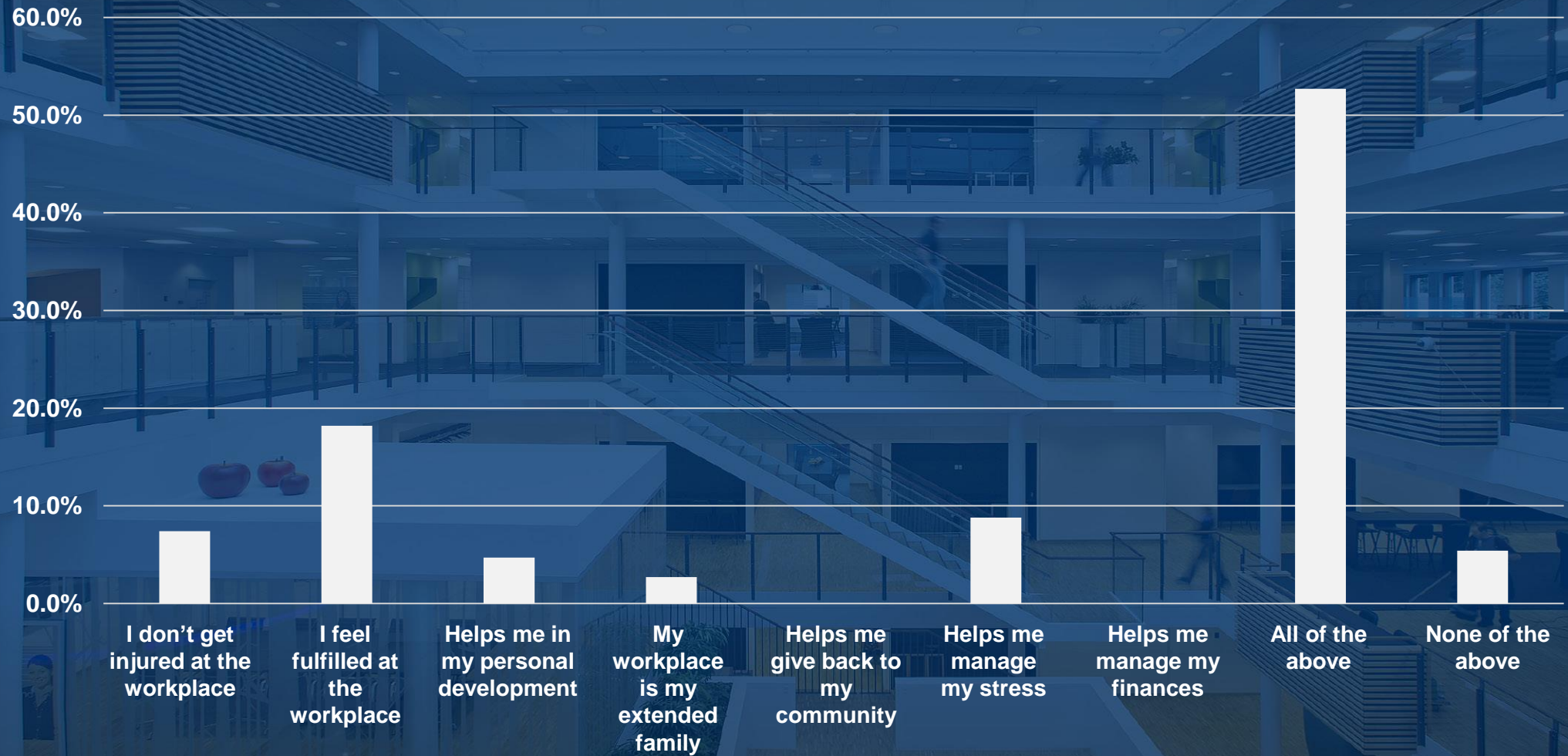
	ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Elementary education or less	17%	62%	21%
Secondary education	15%	65%	20%
Tertiary education	12%	69%	19%
Farming/Fishing/Forestry workers	22%	63%	15%
Construction/Mining workers	17%	64%	19%
Managers/Executives/Officials	15%	69%	16%
Professional workers	14%	69%	17%
Sales workers	14%	65%	21%
Service workers	14%	65%	21%
Transportation workers	14%	61%	25%
Clerical/Office workers	13%	63%	24%
Manufacturing/Production workers	13%	63%	24%
Installation/Repair workers	9%	68%	23%

	ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Denmark	21%	69%	10%
Malta	19%	61%	20%
Portugal	19%	65%	16%
Spain	18%	62%	20%
United Kingdom	17%	57%	26%
Iceland	16%	75%	10%
Ireland	16%	65%	20%
Norway	16%	77%	7%
Sweden	16%	73%	12%
Switzerland	16%	76%	8%
Germany	15%	61%	24%
Slovenia	15%	70%	16%
Austria	14%	74%	12%
Italy	14%	68%	18%
Luxembourg	14%	72%	14%
Belgium	12%	66%	22%
Finland	11%	76%	14%
France	9%	65%	26%
Netherlands	9%	80%	11%

For results listed in this table, the margin of sampling error ranges from ±1 to ±6 percentage points. See the appendix for a full listing of margin-of-error estimates by country.

# What does health and wellbeing in the workplace mean to you?

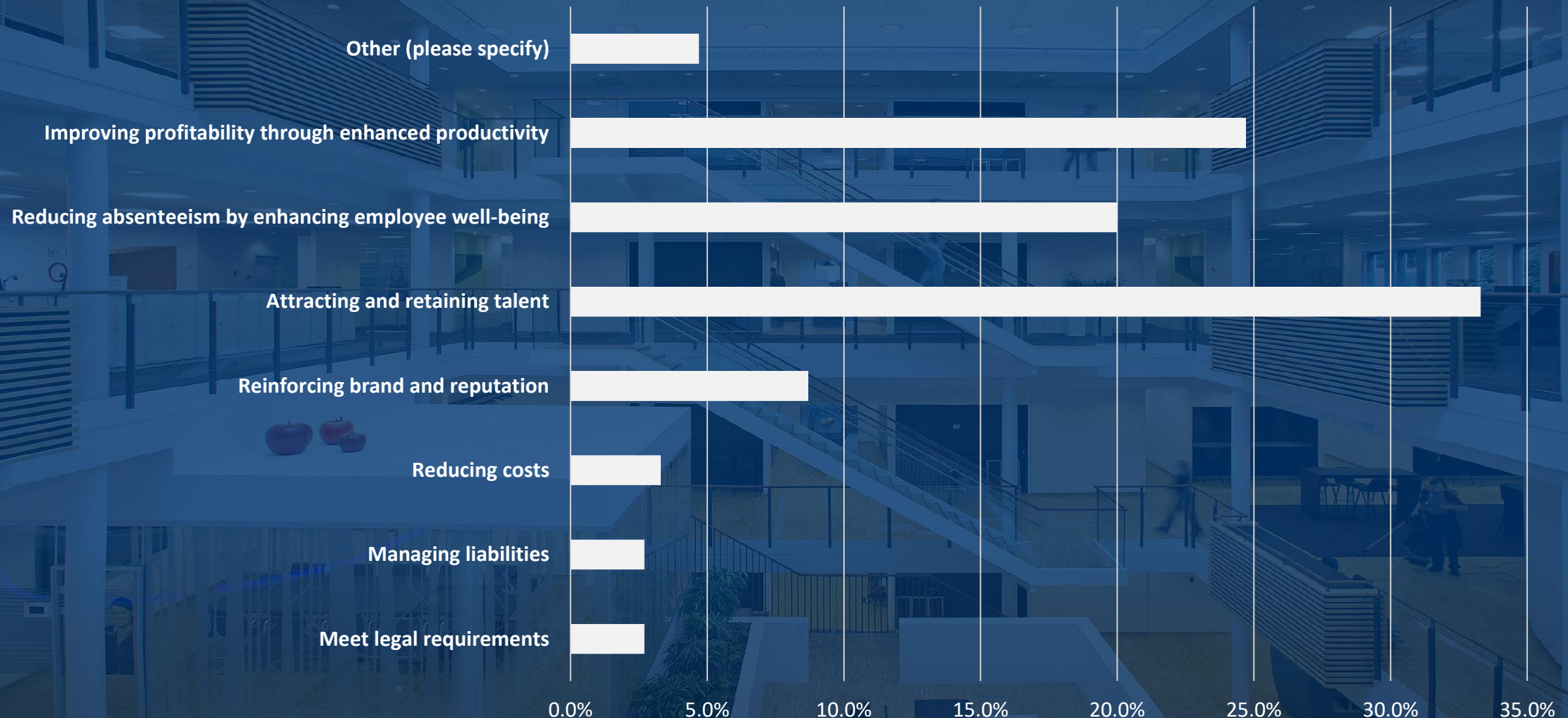
Copenhagen Institute for Futures Studies  
Institutet for Fremtidsforskning



Source: CoreNet Global, ISS, and Copenhagen Institute of Futures Studies "Promoting Health & Well-being in the Workplace through Best in Class Service Experiences" Survey

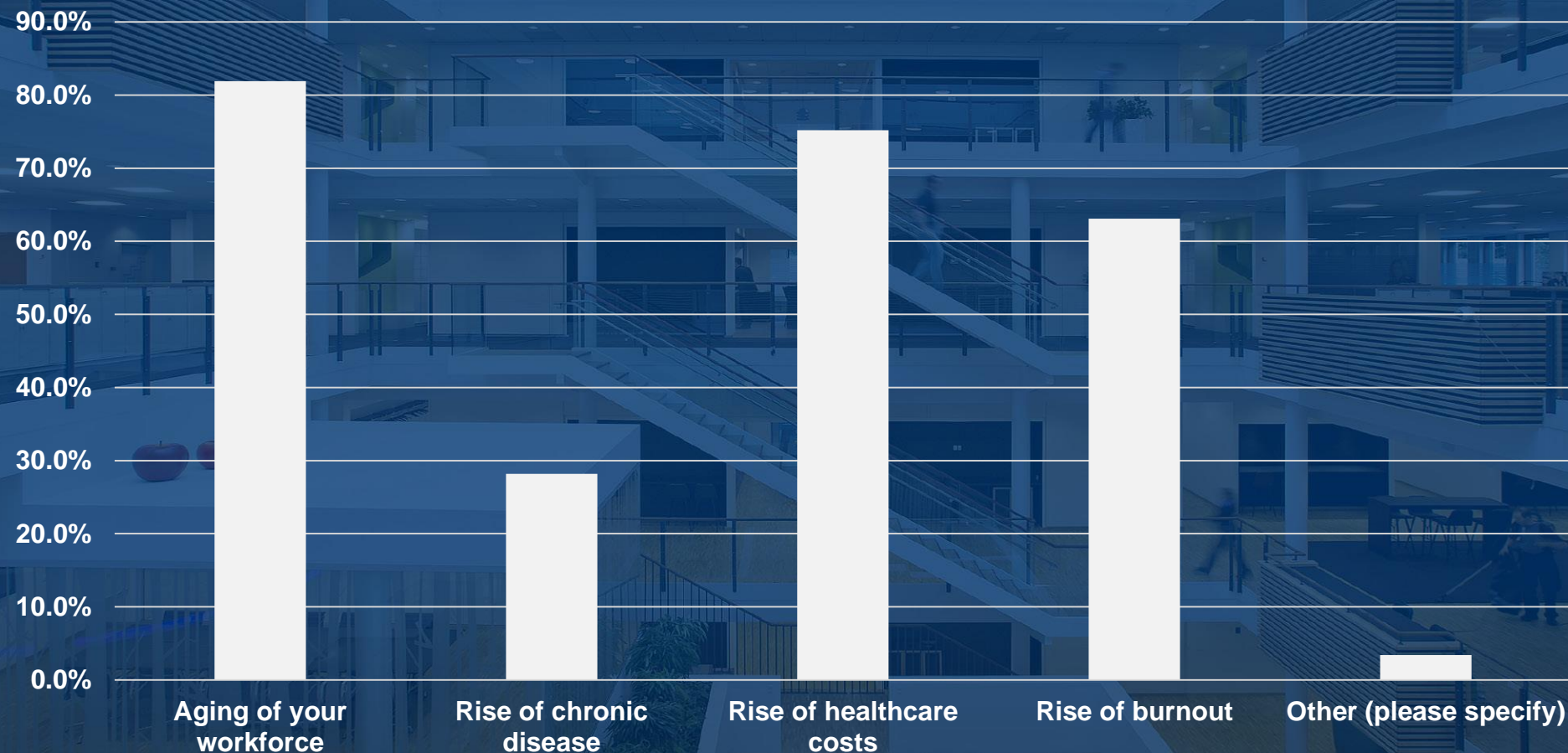


# Which of the following best describes the motivation for your health and well-being agenda?

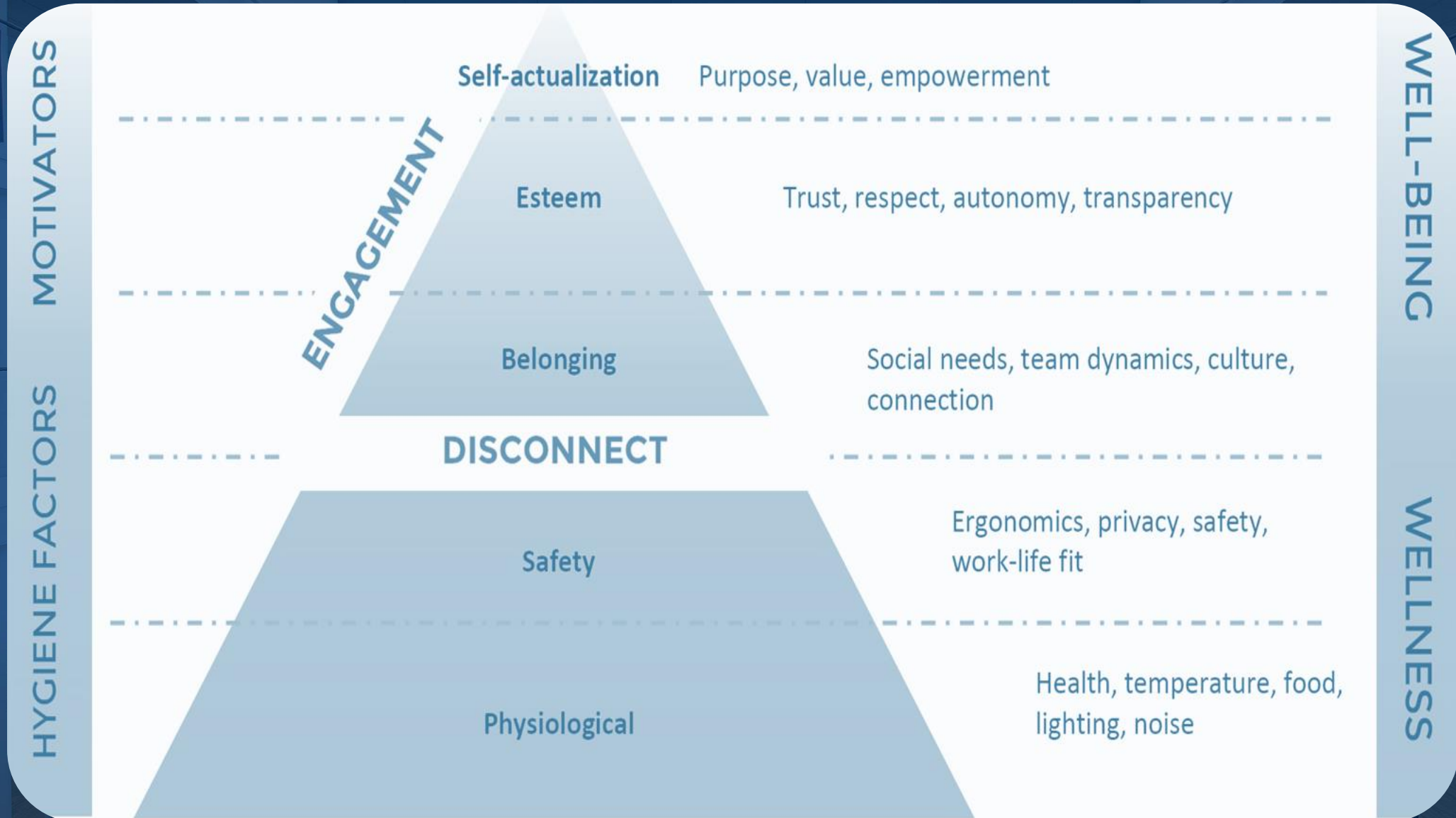




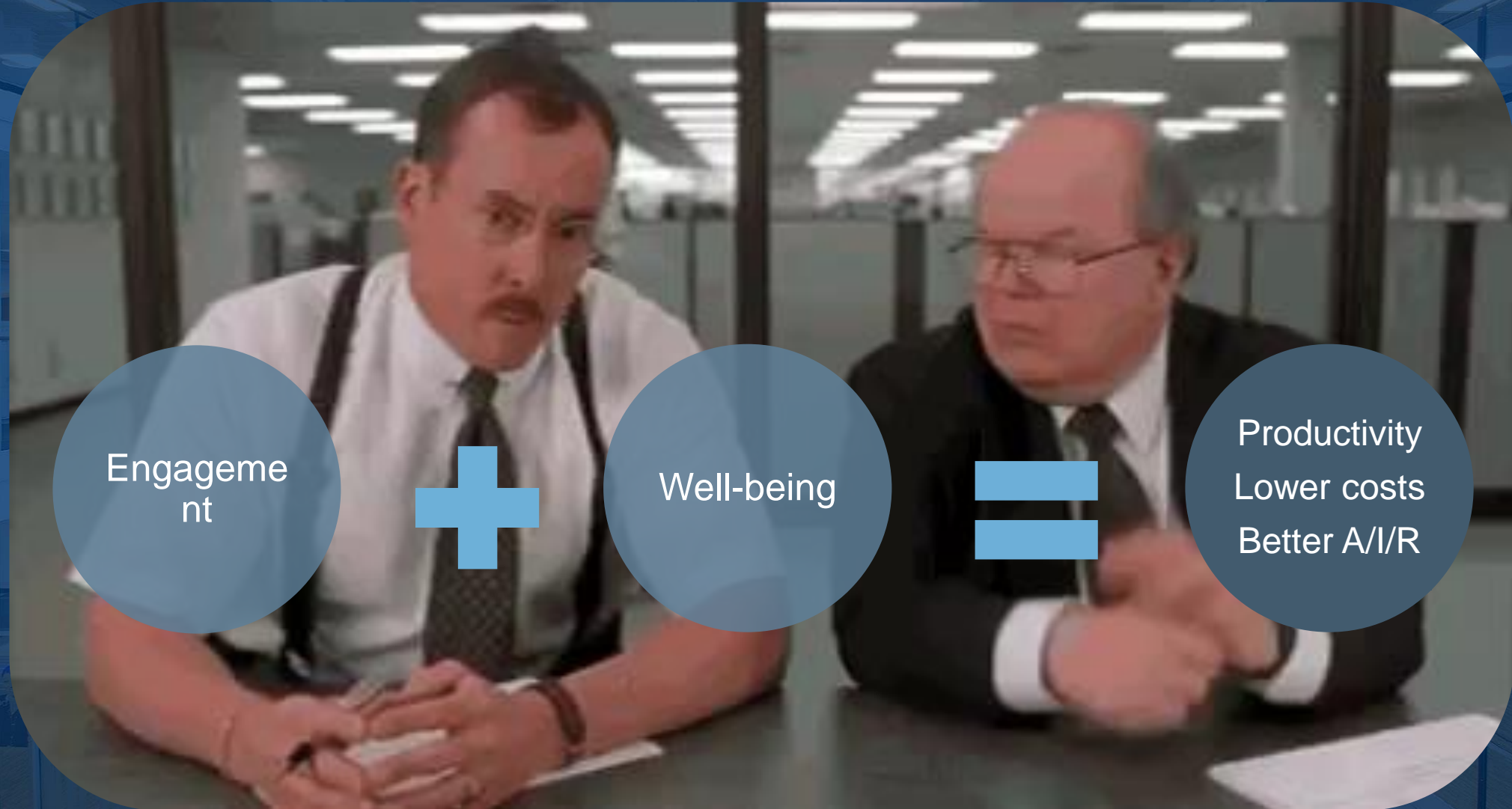
# Which of the following health and workplace trends do you expect to encounter towards 2025 (check all that apply)?







Because it pays off





# Motivator: Belongingness



**40%**

employees  
strongly agree  
that they know  
what their  
company  
stands

Best friend at  
work; **7x**  
more likely to  
be engaged

No strong  
relationships

**1 in 12**

chance of  
being engaged

*Sounds like somebody's got  
the case of the Mondays.*





Simplify  
**decision**  
making

**1 out 10**  
persons have  
natural  
leadership  
talent

Employees say  
**showing**  
**empathy** is  
important to  
advance  
employee  
retention



# Motivator: Self-actualization



Employees who  
say company  
encourages  
creativity and  
innovation are  
more committed  
to employer

Health  
Career  
Meaning  
Balance time

Employees  
want  
organizations  
that understand  
unique skills  
and interests



# Requires a shift in how we think about our physical and digital assets



**Away from a  
focus on cost**



**Decreasing a workers productivity by  
six minutes can negate cost savings  
from eliminating office space**



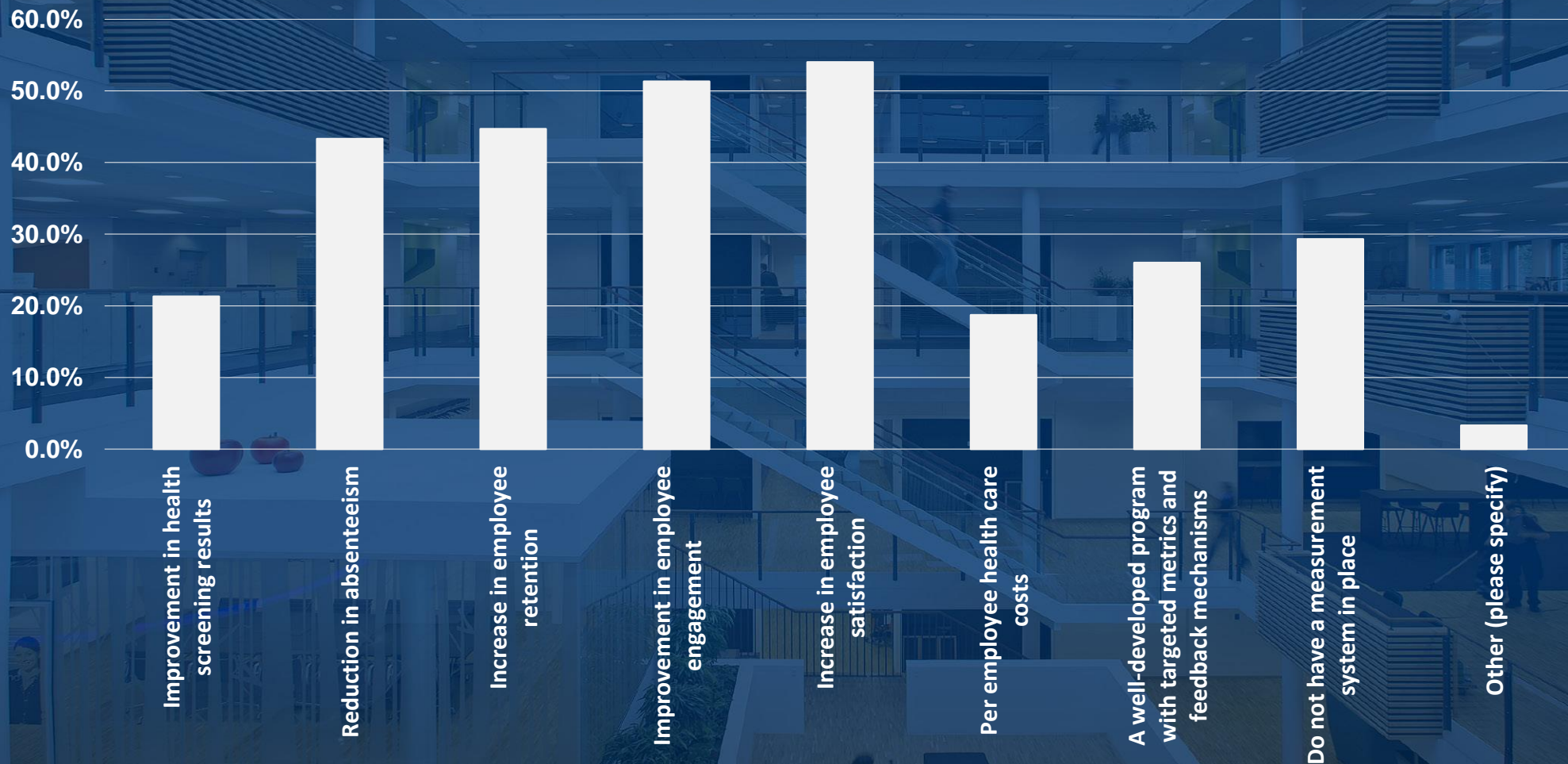
**Towards a Return  
on  
Investment in  
People**



**Increasing employee productivity  
by eight minutes can pay for their  
entire occupancy cost**



# How do you measure the impact of health and wellbeing initiatives (check all that apply)?





## Parameters

## Definition

## Ability for FM providers to affect

Purpose

Liking what you do each day and being motivated to achieve your goals

Low

Social

Having supportive relationships and love in your life

Medium

Financial

Managing your economic life to reduce stress and increase security

Low

Community

Liking where you live, feeling safe and having pride in your community

High

Physical

Having good health and enough energy to get things done daily

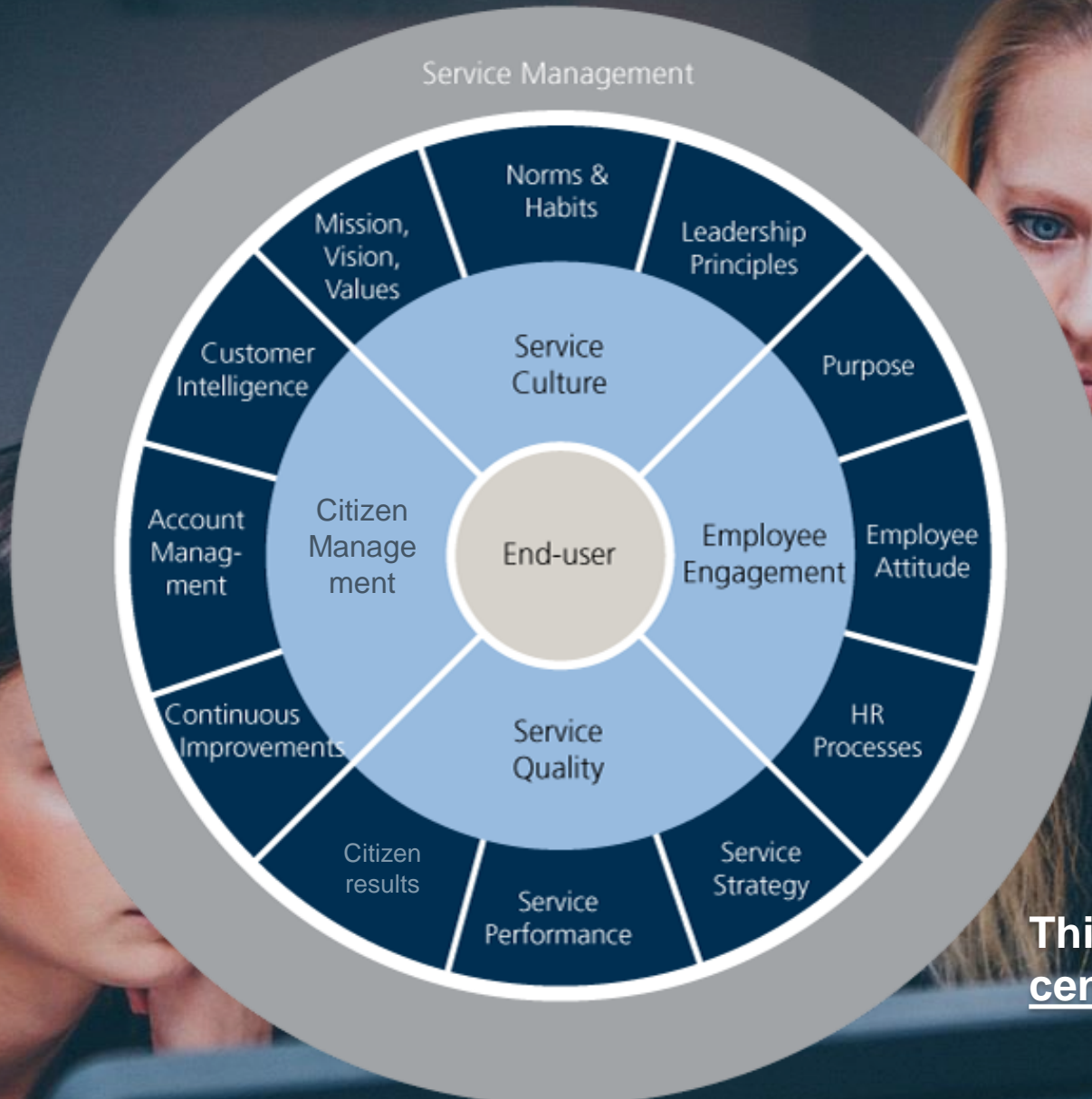
High



On a scale of 1 to 5, 1 being 'Ad hoc or non-existent' and 5 being 'a well-developed program with targeted metrics and feedback mechanism', where would you rank your workplace's health and well-being program?



# Focusing on the individual



**This requires a people-centric focus!**



# Requires data



**SENSORS &  
TRACKING**



**WORKSHOP**



**ONLINE SURVEY**



**FOCUS GROUP  
INTERVIEWS**



**APPS & SOCIAL  
MEDIA**



**RESEARCH, HORIZON  
SCANNING**



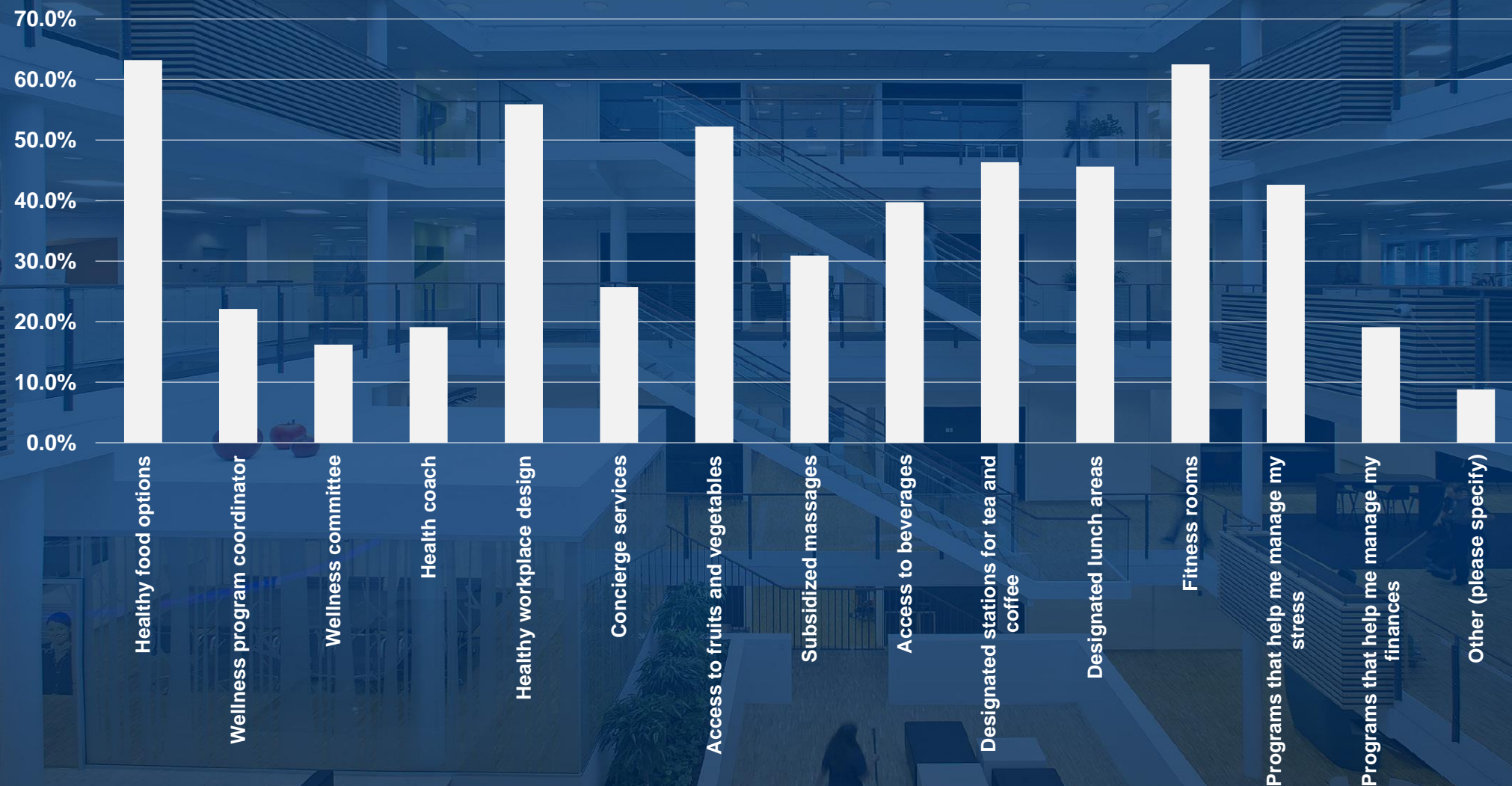
**FACT FINDING**



**SOCIAL NETWORK  
ANALYSIS**



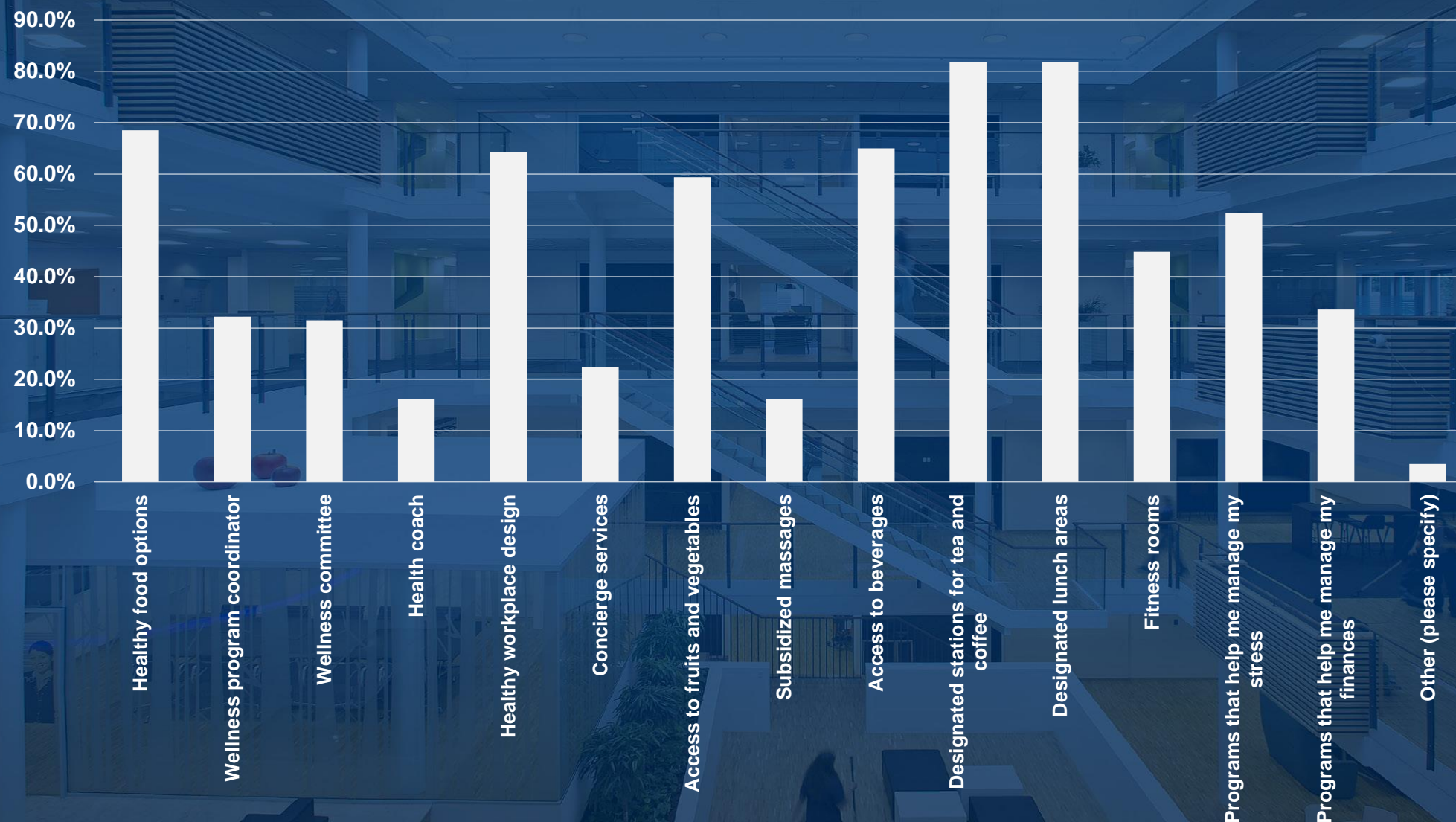
# Which of the following options have the employees requested (check all that apply)?







# Which of the following does the organization consider reasonable (check all that apply)?





## Corporate intervention

Organizations need to support employees in all stage of life as **work** and **private life** become fluid.

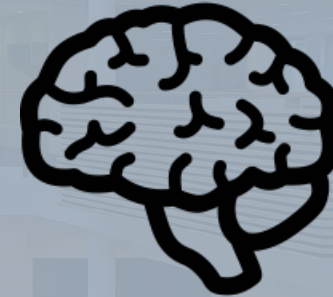
We can expect to see corporate interventions into people's private lives - in areas such as:



Monitoring stress levels



Quality of sleep



Brain doping

The boundaries of how much corporate intervention is considered acceptable will be pushed in the future..



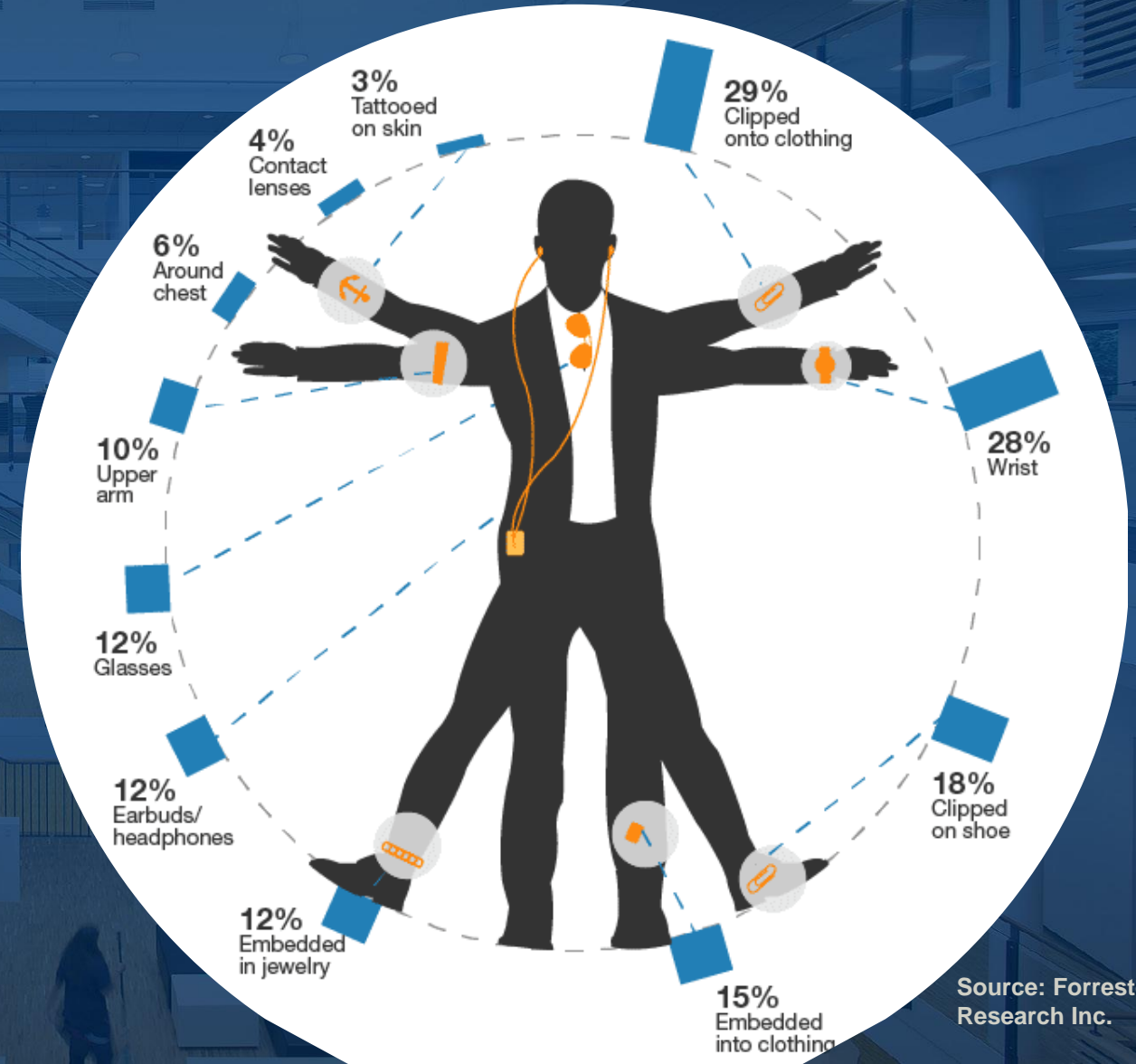


# Corporate intervention – using wearables

How would you be interest in wearing/using a sensor device assuming it was from a brand you trust offering a service that interest you?

It is estimated that by 2018, **2 mio.** Employees will be required to wear health and fitness tracking devices as a condition of employment

And by 2020, more than **75 million wearables** will permeate the work place



## Nudging – Micro behavioural changes



It is possible to steer people towards better decisions by presenting them choices in different ways...



You could i.e. affect people's health by:

- A.** Including specific spaces that encourage activity
- B.** Providing smaller plates to reduce portion sizes
- C.** Placing healthy food options more prominently



# Focus on well-being improves productivity



Inexpensive changes to workforce ergonomics in the BMW factory boosted productivity

Productivity  
**+7%**

Better seats



Wooden Flooring



Custom shoes



New workbenches



Easier-to-read  
computer screens





# The cost of well-being in the workplace: Hilti wellness journey



Hilti promoted **wellness** and **healthy choices** among their employees:



**26%**

Annual cost of treating employees with diabetes decreased



**\$1.5  
million**

Hilti saved over \$1.5 million in health care since they started their program



**4:1**

Experienced a 4:1 return on their wellness investment



# So what's the right strategy



Organisations

Organisations rework their **business models, employment practices** and need for **physical space**.

People

Peoples' attitudes change toward the role of **work in their lives**. And for many it's changed **how, where** and **how much** they work.

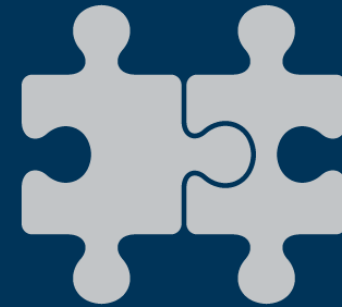
# An inspiring workplace



Learn



Seek  
inspiration

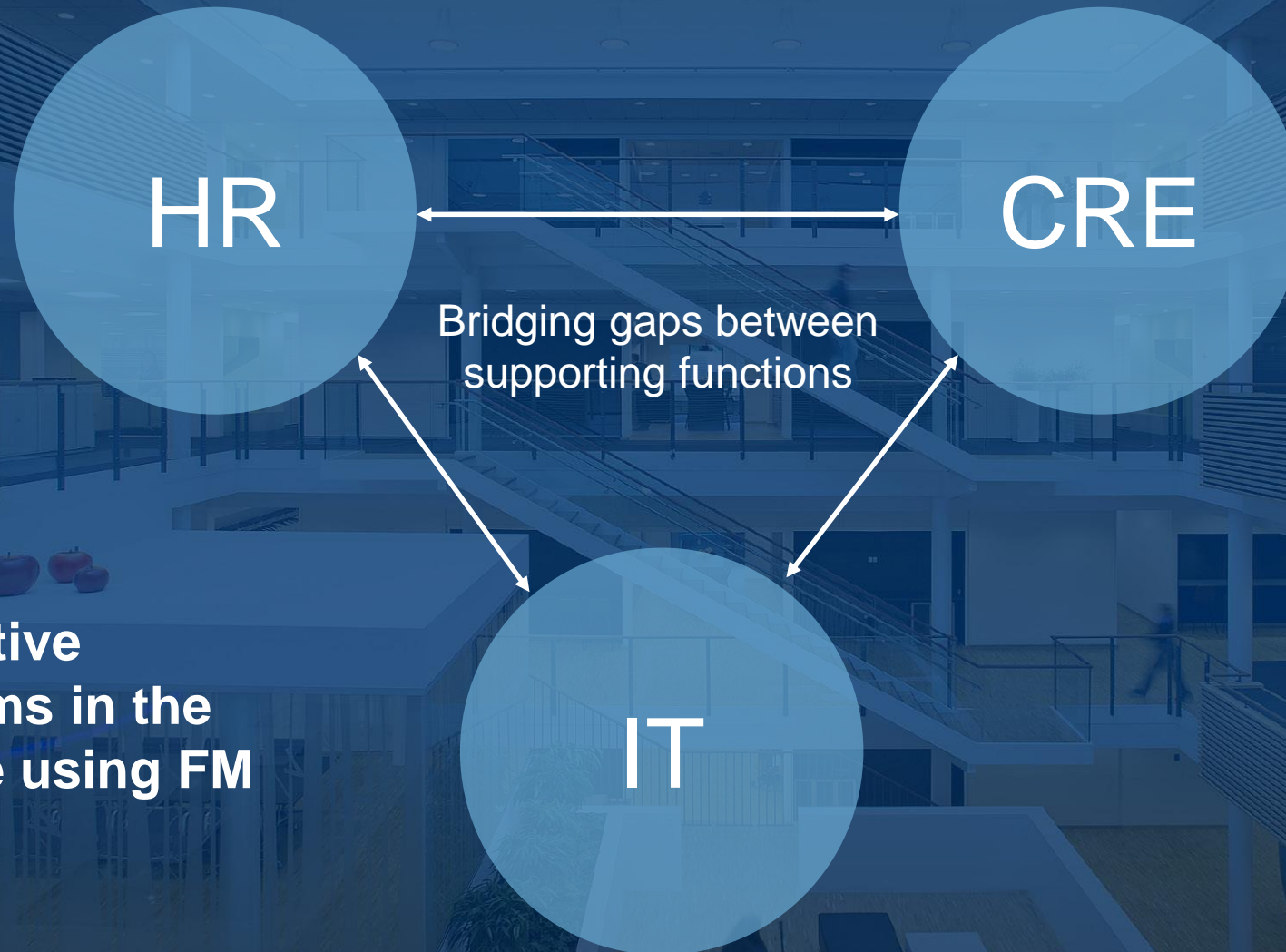


Develop  
Solutions





# Architected workplace experiences



**Building  
Collaborative  
Ecosystems in the  
workplace using FM  
providers**



# Tool: Intentional Service Design



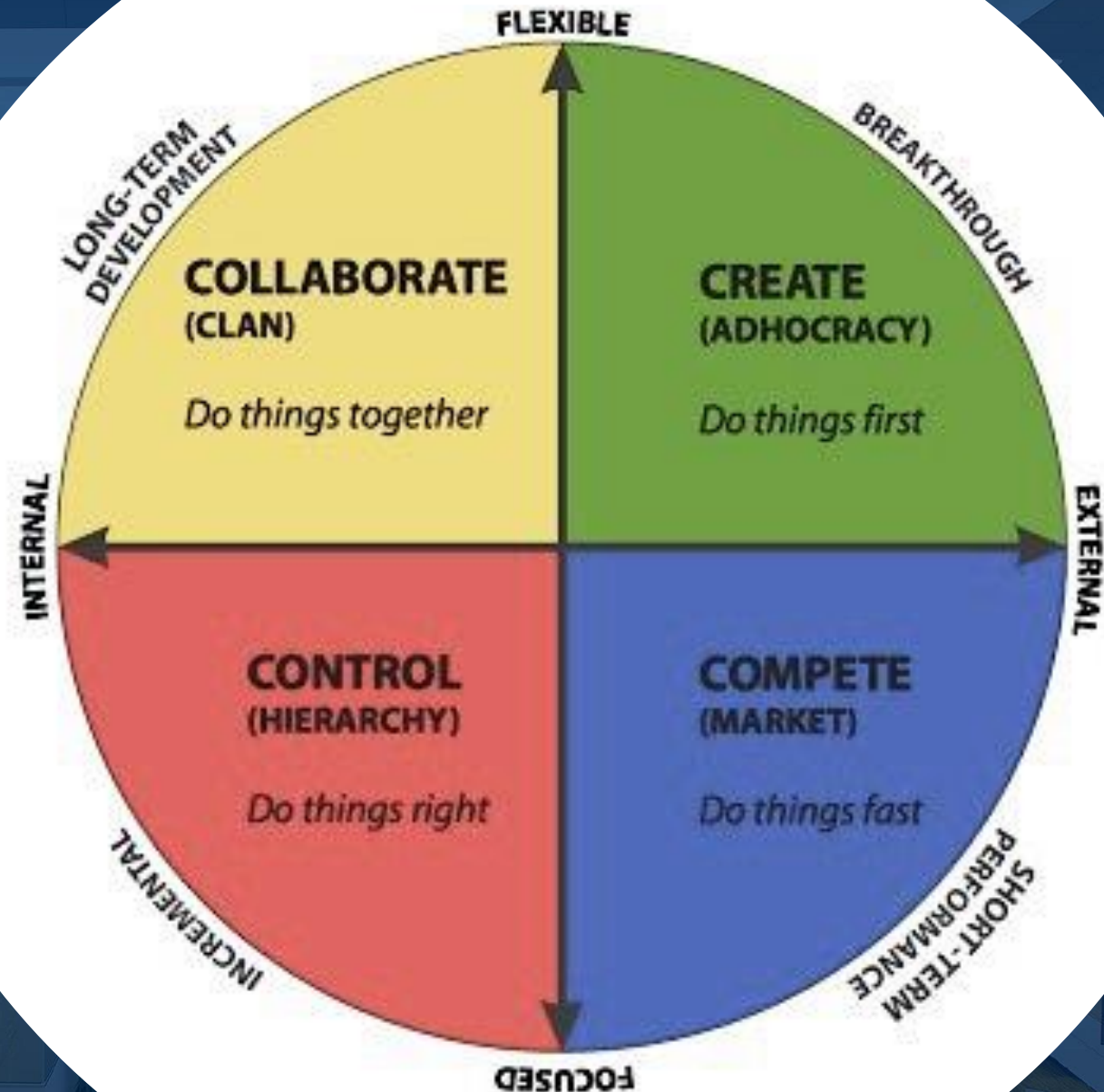
Service Design  
can create the  
Workplace  
Experience by  
focusing on the  
end-user

- Analyse
- Be co-creative
- Preto-type
- Implement





Depends organizations'  
current & desired culture



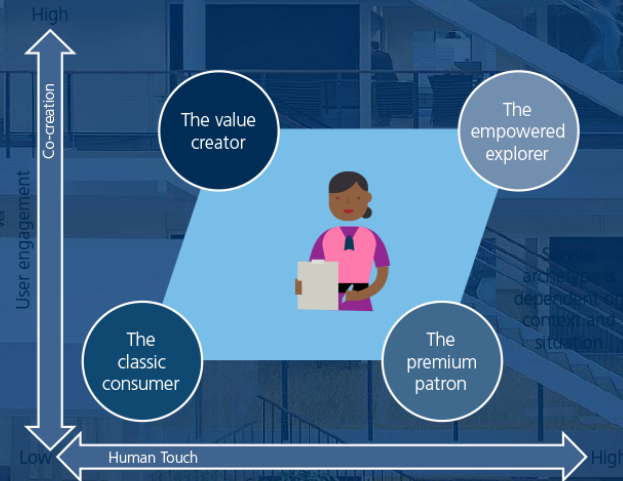
Requires a three stage process



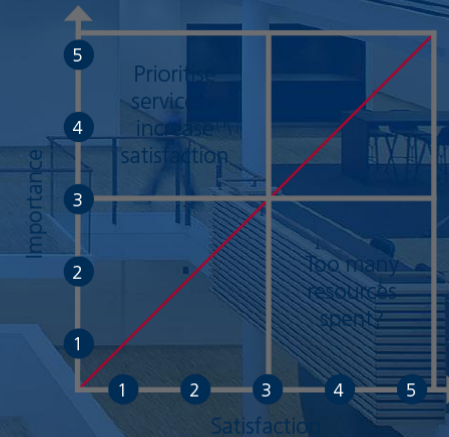
## Workstyles and user journeys



## Archetypes and service delivery preferences



## Balancing buyer strategy





# Stage 1: Understanding how the end-user works



Source: Dell, 2015



# Health and well-being challenges for mobile employees



Mobile workers can suffer from disenfranchisement, disengagement and stress due to challenges of:

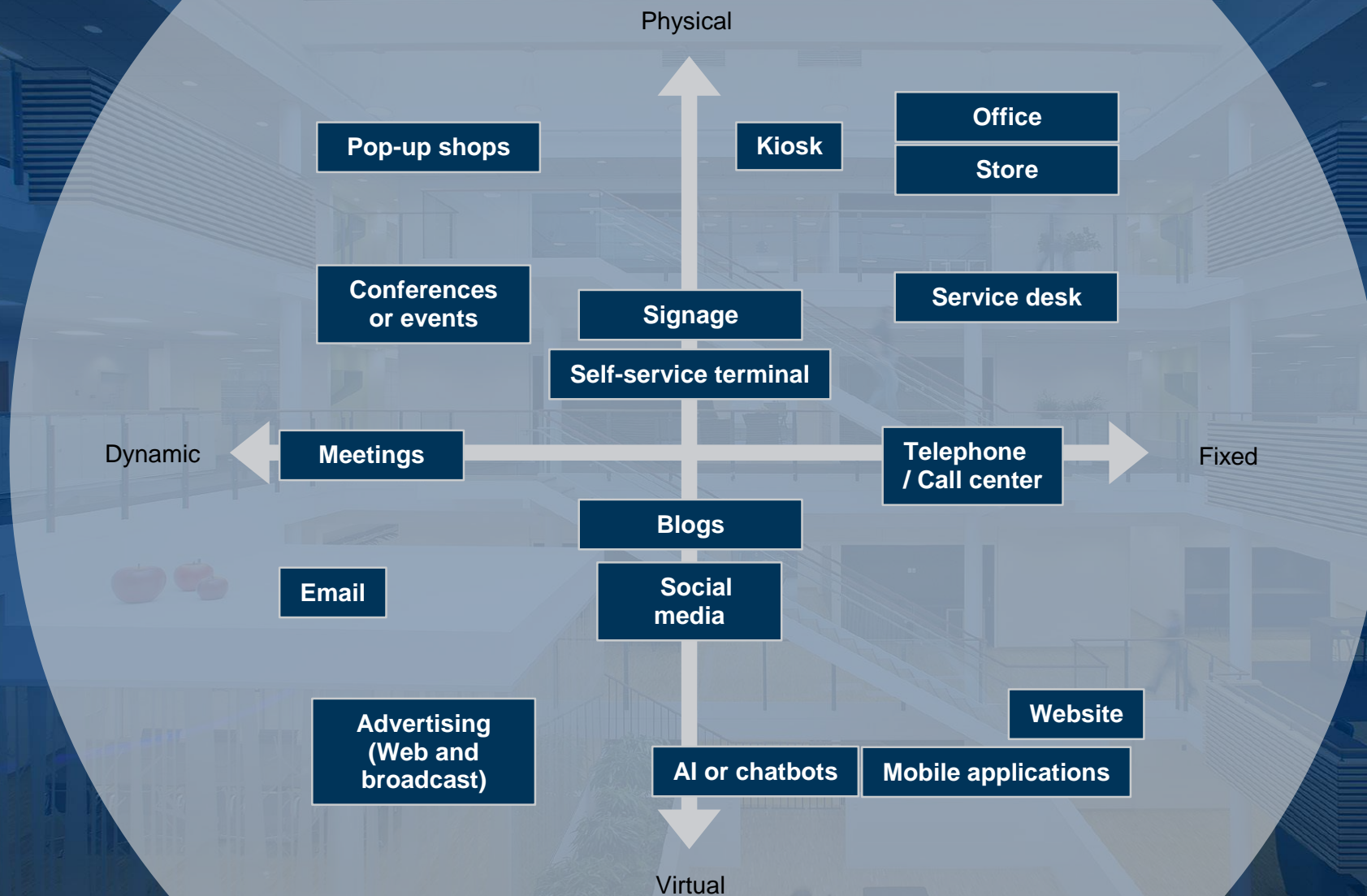
Poor managerial virtual communication skills



Lack of integration with local workers



# Stage 1: Identify most relevant touchpoints



## Stage 2: User journeys are dependent



Figure 35 A: Typical user journey for the desk-centric work style

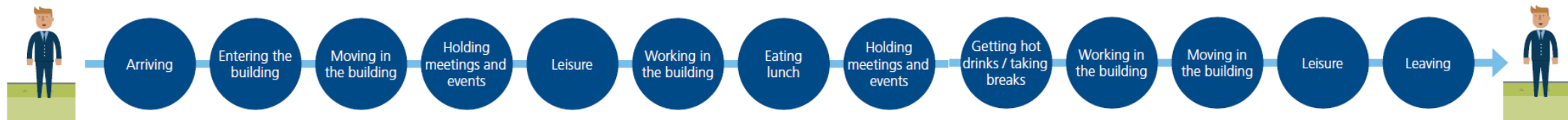


Figure 35 B: Typical user journey for the corridor warrior



Figure 35 C: Typical user journey for the on-the-go pro

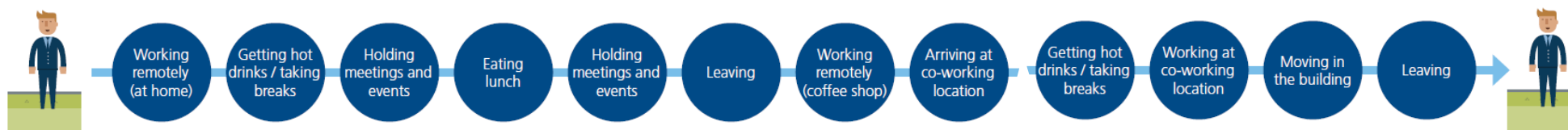
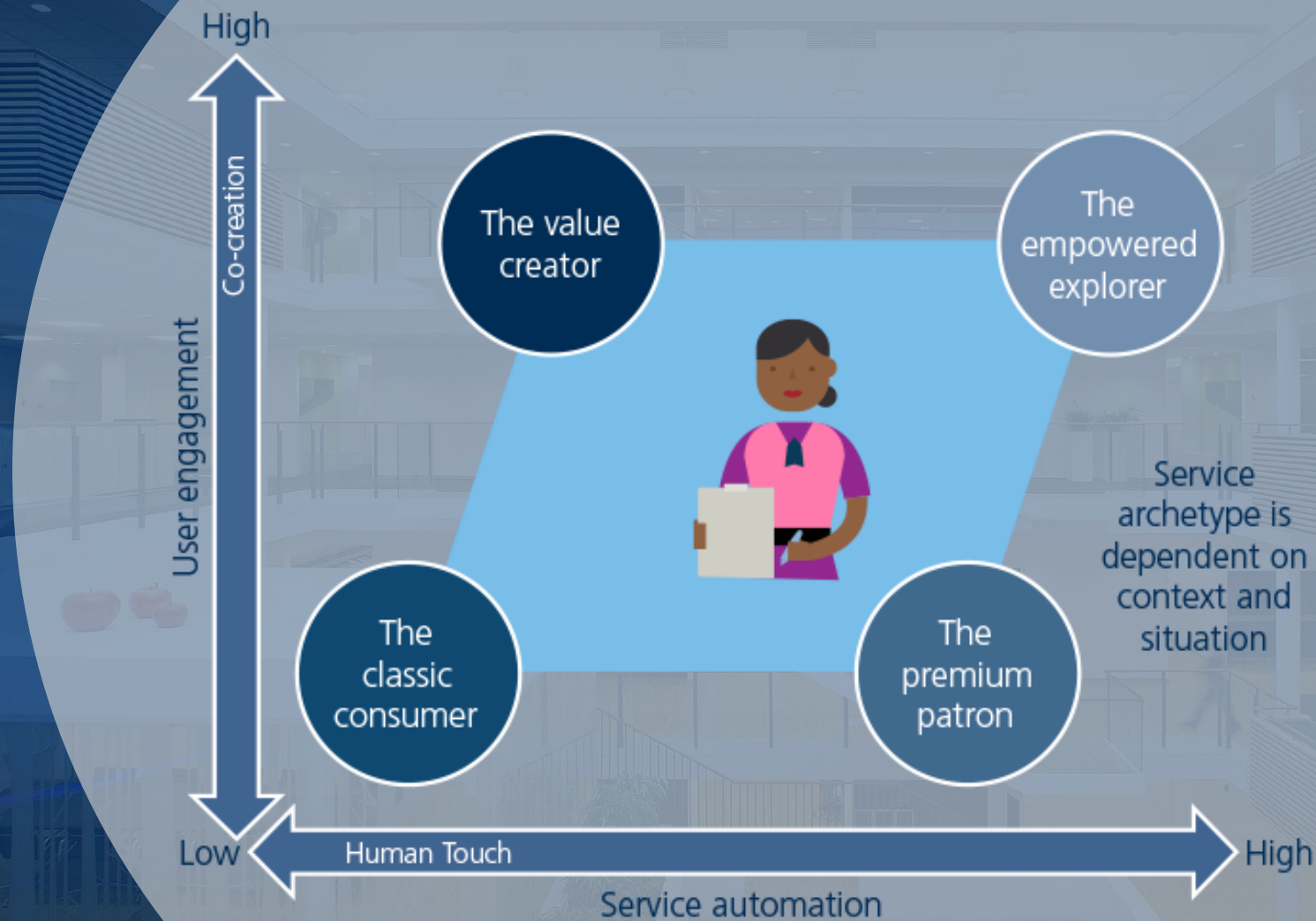


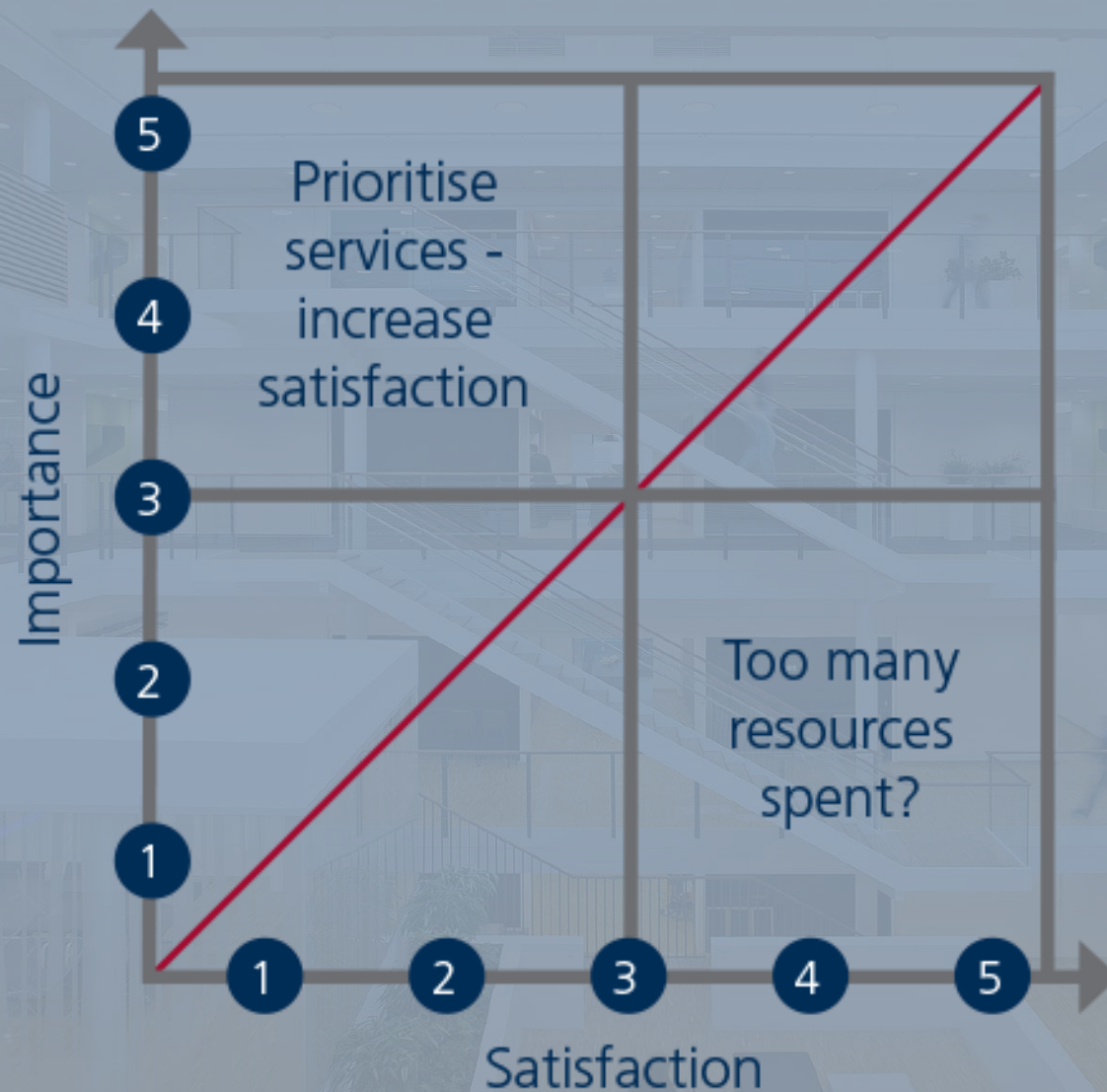
Figure 35 D: Typical user journey for the remote worker



## Stage 2: How do archetypes consume service

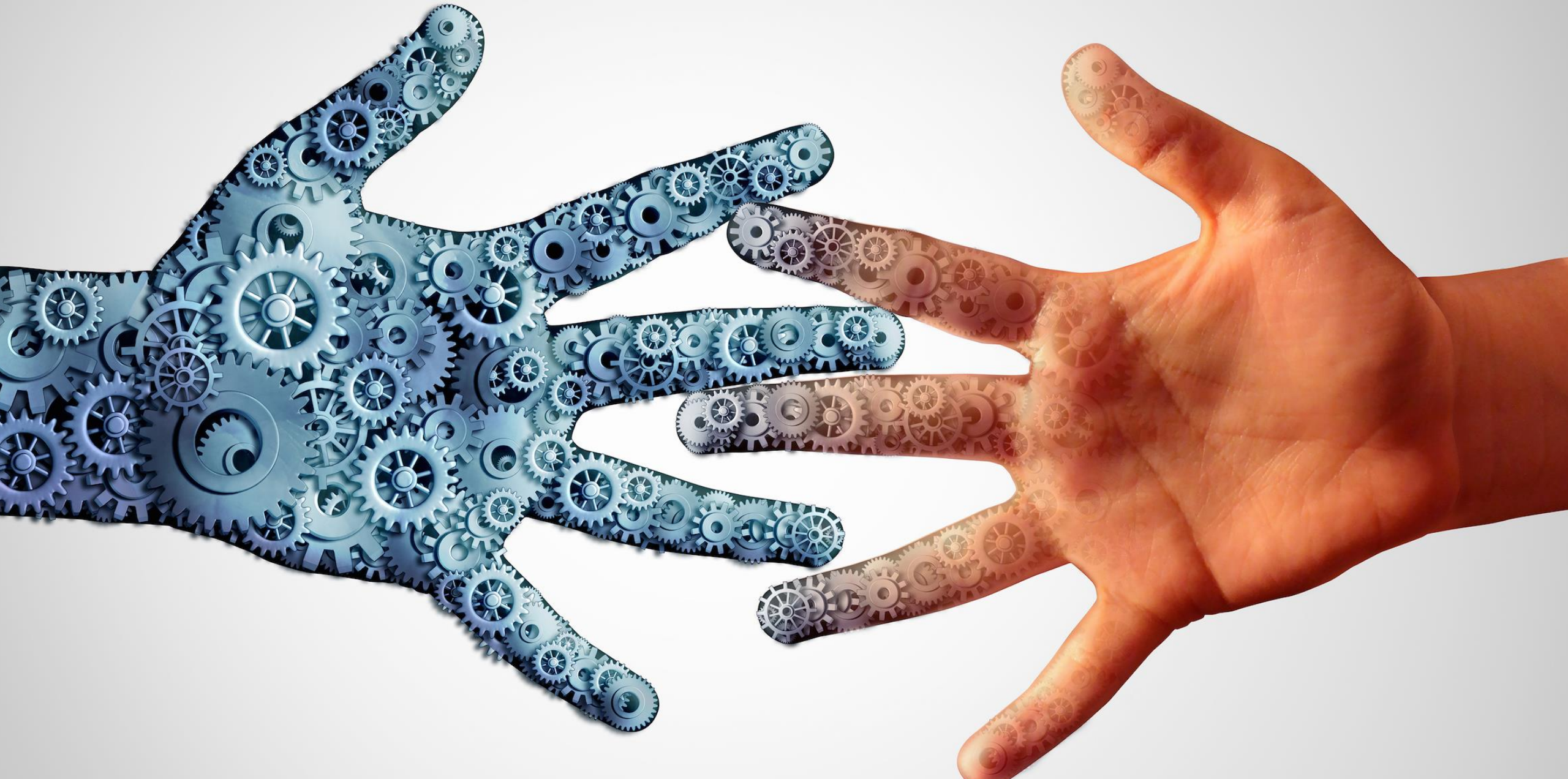


## Stage 3 – Identify the “service sweet spot”





# The differentiator: The power of the Human Touch







**Thank you  
for your  
attention**



# QUESTIONS?

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