ISS 2020 Vision

Creating best in class workplace experiences

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Jeffrey Saunders, Director, CIFS
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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
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.
Learning objectives

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

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

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

Office Space, 1999
Challenges facing future of work

- Only 1/3 feel engaged at work
- Only 25% feel connection to mission
- Only few companies demonstrate ongoing commitment to HWB&E
- Lack of engagement drives up costs
- More engaged employees are more productive & innovative
- Over 50% of desk are empty at any one point in time
- Disengaged workers lack the social connection too
- 60% of decision makers: need for office space is decreasing
- The number of mobile workers – equalling 37% of total workforce
- 1,3 bn

Office Space, 1999
Presentation is divided into 2 parts

Trends shaping world of work

- Work
- Work-place
- Workforce

Developing a health and well-being strategy

- Strategy
- Facilities & Technology
- People

(Focus of part 1 of the presentation)

(Focus of part 2 of the presentation)
Presentation is divided into 2 parts

- Trends shaping world of work
- Developing a health and well-being strategy

(Focus of part 1 of the presentation)

(Workplace)

(Work)

- Strategy
- Facilities & Technology
- People

(Focus of part 2 of the presentation)
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

**1. CHAIN OF COMMAND**
- Examples: Military, Police

**2. BUREAUCRACY**
- Government

**3. 20TH CENTURY HIERARCHY**
- Most companies

**4. PROJECTS**
- Movies, Sports, Freelance

**5. ENTREPRENEURIAL**
- Google, Apple, Tesla

**6. PATHFINDERS**
- Zappos, Menlo, Valve

**7. WIREARCHY**
- Wikipedia, Linux, AirBnB

**Traits:**
- Creative, defined start/end
- Combines 20thC with Projects: Focus on innovation
- Piloting new 21st C ways to organize people/work
- Leveraging the power of community

Source: CIFS, 2016.
New ways to collaborate with others

More transactional

More interdependent

Crowd Sourcing  Solution Sourcing  Network Sourcing  Co-Sourcing  Mesh Sourcing

Source: CIFS, ISS, 2016.
Organisations need talents

- Work campaigns increasingly important
- Intellectual Mercenaries
- New Collaboration Models
- Organisations becoming modular
- 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.

“Free agents” and “casual earners” do so out of choice.

Workers change jobs 10-15 times during their career.
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

- 1900: Taylorist office
- 1940s: Corporatist office
- 1960s: Bürolandschaft office
- 1990s: Experience based office
- 2020s: Activity based office
CoWorking spaces are disrupting the service offering
Presentation is divided into 2 parts

Trends shaping world of work

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(Focus of part 2 of the presentation)
OVERALL ENGAGEMENT AMONG THE EMPLOYED POPULATION IN 142 COUNTRIES WORLDWIDE

ONLY 13% ARE ENGAGED

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

For results listed in this table, the margin of sampling error ranges from 3% to 5% in 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?

- I don't get injured at the workplace
- I feel fulfilled at the workplace
- Helps me in my personal development
- My workplace is my extended family
- Helps me give back to my community
- Helps me manage my stress
- Helps me manage my finances
- All of the above
- None of the above

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?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving profitability through enhanced productivity</td>
<td></td>
</tr>
<tr>
<td>Reducing absenteeism by enhancing employee well-being</td>
<td></td>
</tr>
<tr>
<td>Attracting and retaining talent</td>
<td></td>
</tr>
<tr>
<td>Reinforcing brand and reputation</td>
<td></td>
</tr>
<tr>
<td>Reducing costs</td>
<td></td>
</tr>
<tr>
<td>Managing liabilities</td>
<td></td>
</tr>
<tr>
<td>Meet legal requirements</td>
<td></td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>15.0%</td>
</tr>
</tbody>
</table>

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 health and workplace trends do you expect to encounter towards 2025 (check all that apply)?

- Aging of your workforce
- Rise of chronic disease
- Rise of healthcare costs
- Rise of burnout
- Other (please specify)

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

Engagement + Well-being = Productivity
- Lower costs
- Better A/I/R

Source: Lister, 2016
Motivator: Belongingess

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.

Source: Gallup
Motivator: Esteem

- Simplify decision making
- 1 out 10 persons have natural leadership talent
- Employees say showing empathy is important to advance employee retention

Source: Poulefeldt, 2017; Gallup, 2013; Businesssolver, 2017
Employees who say company encourages creativity and innovation are more committed to employer.

Employees want organizations that understand unique skills and interests.

Health, Career, Meaning, Balance time.

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

Source: Lister, 2016
How do you measure the impact of health and wellbeing initiatives (check all that apply)?

- Improvement in health screening results
- Reduction in absenteeism
- Increase in employee retention
- Improvement in employee engagement
- Increase in employee satisfaction
- Per employee health care costs
- A well-developed program with targeted metrics and feedback mechanisms
- Do not have a measurement system in place
- Other (please specify)

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

**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?
This requires a people-centric focus!
Which of the following options have the employees requested (check all that apply)?

- Healthy food options
- Wellness program coordinator
- Wellness committee
- Health coach
- Healthy workplace design
- Concierge services
- Access to fruits and vegetables
- Subsidized massages
- Access to beverages
- Designated stations for tea and coffee
- Designated lunch areas
- Fitness rooms
- Programs that help me manage my stress
- Programs that help me manage my finances
- Other (please specify)
Which of the following does the organization consider reasonable (check all that apply)?

Source: CoreNet Global, ISS, and Copenhagen Institute of Futures Studies “Promoting Health & Well-being in the Workplace through Best in Class Service Experiences” Survey
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.
How would you be interested in wearing/using a sensor device assuming it was from a brand you trust offering a service that interests you?

Corporate intervention – using wearables

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 workplace.

Source: Forrester Research Inc.
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

It is possible to steer people towards better decisions by presenting them choices in different ways...
Focus on well-being improves productivity

Inexpensive changes to workforce ergonomics in the BMW factory boosted productivity

Better seats
New workbenches
Easier-to-read computer screens
Wooden Flooring
Custom shoes

Productivity +7%
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
Organisations rework their business models, employment practices and need for physical space.

People's 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

Bridging gaps between supporting functions
Service Design can create the Workplace Experience by focusing on the end-user.

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

Desk-centric  Corridor warrior  On-the-go pro  Remote worker

The office  Out of office

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

- Physical
- Virtual
- Dynamic
- Fixed

- Pop-up shops
- Conferences or events
- Meetings
- Email
- Advertising (Web and broadcast)
- Blogs
- Social media
- Kiosk
- Signage
- Self-service terminal
- Telephone / Call center
- Service desk
- Office
- Store
- Website
- Mobile applications
- AI or chatbots

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

- The value creator
- The empowered explorer
- The classic consumer
- The premium patron

Service archetype is dependent on context and situation

User engagement range:
- Low
- High

Human Touch range:
- Low
- High
Stage 3 – Identify the “service sweet spot”

- Importance
- Satisfaction

- Prioritise services - increase satisfaction
- Too many resources spent?
The differentiator: The power of the Human Touch
Thank you for your attention
QUESTIONS?