REDEFINING FUTURE WORKPLACES

CUSHMAN & WAKEFIELD

EXECUTIVE SUMMARY

Workplaces across the globe are undergoing a transformative shift that is using intangible elements built around interactions between employees and their workplace, to drive tangible ROI-driven results.

Shared experiences, community building and social interactions are now the themes around which corporations are aligning their workplace strategies. Real estate has become as much a HR-driven function as it is a strategic one.

We are now firmly in the grip of the flexible workspace revolution. The emergence and further evolution of the coworking phenomenon which has transcended from its target base of startups and freelancers to large enterprises is a reflection of the change.

The flexibility that such 'flexible' spaces offer to enterprises in their real estate portfolio management is also acting as a major factor behind the increasing use of such flex spaces within their portfolio. A recent survey by Cushman & Wakefield and CoreNet Global emphasizes that the share of employees in organizations using flexible spaces has increased with the number of organizations using flexible spaces also increasing at a rapid pace.

Coworking or to use the better term, flex spaces have been at the centre of discussion around workplace design. The elements in focus – biophilia, space ergonomics, health & well-being, social interactions & community and the use of technology to deliver a seamless space experience are now acting as the driving force behind workplace design themes.

Through this paper we aim to provide you an insight into the growing coworking/flex space phenomenon with its increasing share in the Indian Real estate commercial space and how the Indian flexible market is geared for some significant growth over the next decade. We also look at workplace design trends and how strategy plays a huge role in creating workplaces of the future and that while technology shall play an increasingly bigger role, re-humanizing the workplace shall render incrementally better returns for corporations.

We hope you enjoy reading this paper!

INTRODUCTION

The emphasis on user experience and technology as a transformation tool has led to coworking emerging as a niche asset class. C&W estimates the global flex space inventory is about 125 million square feet (msf), with nearly 27 msf of it located in India. Globally, the workforce utilization of coworking is likely to double in the next 5 years and the fastest growth is expected from APAC, where China and India are contributing to more than 2/3rds of the flex space inventory as of today.

A recent occupier survey by Cushman & Wakefield in conjunction with CoreNet Global has revealed that nearly **57% of the CREs have a positive view of coworking**. In fact, the employee base currently utilizing coworking on a regular basis is expected to grow five-fold over the course of the next five years.

CREs have also indicated that overall real estate costs have decreased by about 6% for one in every 3 organizations after adopting flex.

INDIA AND COWORKING – A TEMPORAL SHIFT IN THE MAKING

Coworking is more likely to influence the conventional workplace than supplant it

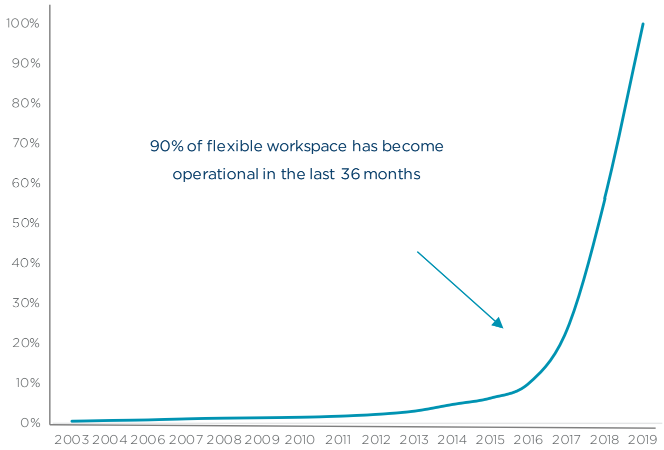
The term coworking has itself metamorphosed to use of terms like flexible workspaces and managed space providers, indicating how it is now a strategic imperative for occupiers as part of their real estate portfolio planning.

Conversely, over the last 2 years, almost all large operators in the country have created a flexible work-place portfolio comprising completely of blended coworking and managed space solutions which has given them an opportunity to grab a larger pie of the demand for commercial office space.

Blended coworking and Managed space solutions together account for nearly 2/3rds of the total flex market in the country today.

Smaller companies largely look for pure coworking centres which target the start-up/freelancer crowd while select SME firms may find a better requirement in blended coworking centres which reflect a point on the journey of the flexible office space segment on its evolutionary curve. The managed space providers have set their focus solely on large enterprise demand and create dedicated, private cabin led seating arrangements and gear the client experience accordingly through a higher degree of offered customisation.

Flex Space Growth in India



Key demand drivers:

1. Large and mid-scale enterprises from the fields of tech, e-commerce, media, financial services looking for cost-effective and quick turnaround space solutions.
2. Swings spaces in tight vacancy markets in absence of ready commercial space for immediate space needs
3. Corporate/management directive to achieve a target of 10-15% flex space in the overall space portfolio.
4. Employee engagement and productivity enhancement

Share of flex space operators by footprint and number of seats

Size of flex space operator	No. of seats	Occupied area (sf)	Footprint	No. of players
Small	50-700	2,500 – 50,000	2.8 msf	243
Medium	700 - 2500	50,000 – 200,000	2.3 msf	26
Big	2,500 – 7,000	200,000 – 500,000	3.8 msf	12
Large	7,000 +	500,000+	18.4 msf	12

Type of Operators	Description
Coworking	Largely membership based, offering various space options such as hot / dedicated desks and private offices in social working environment which focuses on collaboration and community
Managed Spaces	Spaces that are fully customized as per client needs including fit-outs. Flex space operator maintains it and client pays a fee
Blended Coworking	Spaces that are fully serviced with a mix of open and dedicated desks, meeting rooms and private cabins. Often space is leased to multiple tenants on a workstation basis for a fixed tenure. Community & space design are given due importance

INDIA AND COWORKING – A TEMPORAL SHIFT IN THE MAKING

Coworking has become additive rather than disruptive to the office leasing markets

A major factor of distinction among the flexible space operators is also arising on the basis of amenities. There is no one-size-fits all model now a days and all flex space operators have a variety of offerings. Besides amenities and services, they are trying to distinguish themselves from their competitors by providing flexibility with space plans and design. Often, they curate amenities and services for clients as per clients' business plan, space and design requirements and of course, the budget constraints.

India Coworking Scenario in Numbers

1000
operational Centres across **TOP 6 CITIES**

350
Flexible Workspace Operators

400,000+
SEATS

27 million sf.
Space occupied by **flex space operators** across all grades of office space

18.3 million sf,
340+ Centres
Share of large operators **(>500,000 sf)** with multi-city presence

65-70%
Demand from Large Enterprises

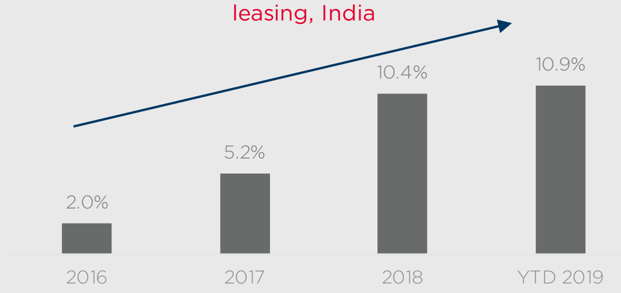
15-20%
Demand from small & medium Enterprises

10-15%
Demand from freelancers & start-ups

Corporates have leased more than 100,000 seats with large operators in the country over the last two years

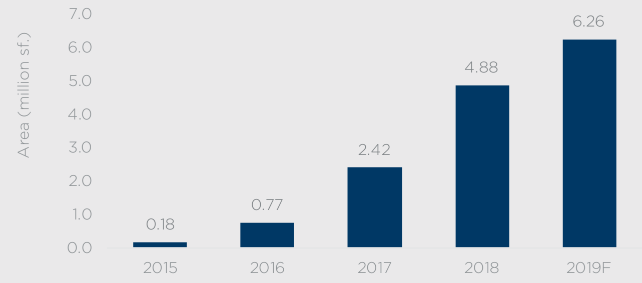
At nearly 13 msf, flexible workspaces accounted for an 8% share of the cumulative Grade A leasing activity during 2016-Q3 2019. Space take-up by flexible space operators has grown by 500% during 2016-18 and is likely to grow by 25-30% y-o-y for the full year 2019.

Share of flexible workspace as a % of total leasing, India



Flexible workspace operators' share of the gross leasing has doubled over the last 3 years and has become a major contributor to office leasing across cities. Gateway markets like Bengaluru, Delhi-NCR and Mumbai together accounted for more than 70% of the shared space take-up.

Flexible Workspace leasing, India



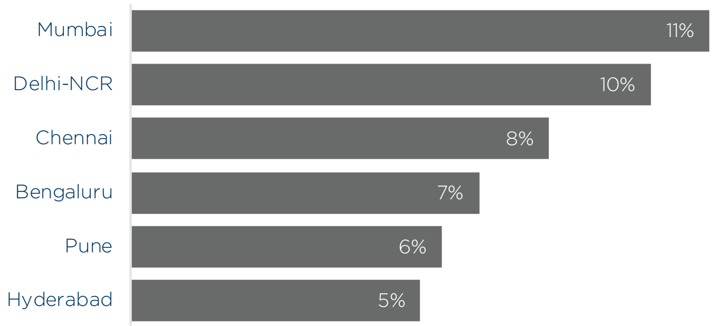
3X *Increase in average deal size of a flexible workspace transaction between 2015-19*

INDIA AND COWORKING

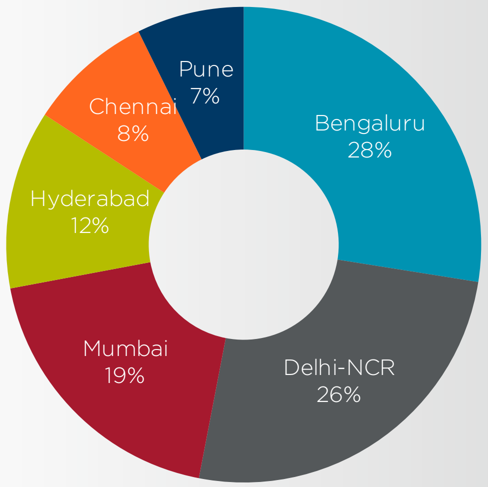
City level workplace trends

Bengaluru, the tech capital of India has been at the forefront of flexible space momentum in the country. It accounts for nearly 40% of the total flexible space inventory in the country followed by Delhi-NCR (19%), Mumbai (15%) and Hyderabad (11%).

Coworking share in gross leasing activity,
2016-Q3 2019



Flexible Space take-up
2016-Q3 2019, City Share



City	Flexible Space as % of total Grade A stock	Key Submarkets (Coworking stock as % of Grade A stock)
Bengaluru	7.3%	Outer Ring Road (4.1%) Koramangala (27.7%)
Delhi-NCR	4.6%	Gurugram(4.2%) Noida (4.3%)
Mumbai	4.4%	BKC (5.4%) Andheri-Kurla (11.1%)
Hyderabad	5.2%	Madhapur (4.3%) Gachibowli (7.7%)
Pune	5.3%	Kharadi/Hadapsar (4.9%) Aundh, Baner (14.5%)
Chennai	3.2%	Perungudi, Taramani(3.7%) Anna Salai, Nungambakkam (14.6%)

From business centers to coworking facilities, the serviced office segment in India has undergone a complete 180-degree shift. As workspaces adopt more hotel-like characteristics, asset managers or flex space operators are turning into landlords and tenants are becoming customers. Such a role-reversal trend will pick up pace as more corporates go the flex way over the next few years. While it is quite evident that ample opportunities support the existence of operators across the entire value chain of the flexible office market, like every other segment, the evolution will bring about new entrants with a clear focus, diversification or dedicated occupier demand spectrum strategy and a spate of mergers and acquisitions. The USP of design and amenities shall continue to remain relevant even as the market is primed for the future in the flexible office market segment.

WHAT'S NEXT FOR COWORKING IN INDIA?

The phenomenon of 'co-working' has been the proverbial storm in the teacup for commercial real estate in India. As the trend gains momentum, there are now tangible changes to occupier portfolios and growth strategies, workplace design trends and above all the emergence of using space as a service and not a commodity anymore. Cushman & Wakefield's flexible office space & workplace trends report delves into where the sector is positioned today and what to expect for its future.

Currently 27 msf. 400,000 Seats

At nearly 27 msf with an operating capacity of more than 400,000 seats across top 6 cities, India is one of the largest flexible workspace markets in the world.

The number of flexible space operators has risen from **single digits to more than 300 over the last 3-4 years.**

5X flex space growth by 2025

Flex space is likely to grow to 130-140 msf by 2025, with India accounting for nearly 1/3rd of the global coworking inventory.

The number of operational coworking centers will **more than double over the next 5 years.**

8X demand growth

Enterprise coworking utilization to grow to 25% by 2025*, with a majority of the demand coming from larger consolidation & expansion of corporates

Growth in enterprise demand will be higher in India (8X) compared to APAC & other regions (5X) over the next 5 years.

10X growth in user base

Flex space user base is likely to grow to nearly **3.0 million by 2025**, with SMEs and enterprises increasingly adopting the flex space phenomenon. **Part of all corporate portfolios will mandatorily be flex going forward.**

*Globally, half of the organizations had no coworking practice 2 years ago but today, only 25% of the organizations haven't tried it.

Opportunity in 25% of office stock going obsolete

About 150 msf of office stock in India is already more than a decade. As this older office stock becomes obsolete or undergoes refurbishments over the next 5 years, it results in a massive demand for swing spaces or entry of flex space operators.

Hotelization of workspace

Offices with hotel-like characteristics are growing with the advent of managed spaces.

With the increase of *"pay as you use"* models, flex space operators are acquiring hospitality traits with **tenants becoming customers. This will create immense growth potential.**

Separation of Boys from Men

Larger operators with multi-city presence and financial flexibility will have an edge over the smaller players in attracting enterprise clients as well as in expanding their footprint.

M&A and consolidations are highly likely given the valuations are gradually tempering.

Buildings dedicated to coworking

Multiple operator offerings within commercial buildings will provide clients access to varied space options and act as a brand booster for developers who can redefine their buildings from a marketing perspective. Operators can partner for amenities and services such as innovation labs, and business support. It could be a pure coworking model or a mix of hybrid and managed spaces as well.

* C&W-Corenet Global Coworking Survey, 2019

WHAT'S NEXT FOR COWORKING IN INDIA?

Reworking of landlord – operator relationships

Beyond flex space operations, larger operators will enter into **end-to-end management of the real estate portfolio** and customize it as per client's requirements.

Taking over the FM operations will give flex space operators a better control of the clients' portfolio. **Larger operators with multi-city presence and bigger managed spaces could even start their own FM services and can customize it with the overall service offering.**

Besides setting them apart from the competition, it also helps them in **integrating large FM services** in line with increasing deal size, **enhance efficiency and stabilize the revenue stream.**

With flexible workspace adding value to the portfolio, landlords will also develop their own brands taking control of the operations and FM services.

They can also bring in an operator using his experience directly while making the capex investments, **which bring in the PropCo-OpCo business models.**

Emergence of PropCo-OpCo models will **end the prevalence of master lease agreements** between coworking / flex space operators and landlords.

This will reduce operator profit margins and could impact valuations of their business models

Tech disruption will gain pace

Tech disruption of the workplace will become an ongoing process as coworking operators continue to adopt newer technologies. Those adopting cutting edge technologies will differentiate themselves from the competition.

Tech will continue to redefine work roles, workforce capabilities besides disrupting the workspace.

Scale to push Client –operator stickiness

End-to-end services provision for enterprise clients will **strengthen the long term relationship** with the operator.

This will help in increasing revenue with back to back deals. **It also acts as an enabler when clients want to expand into tier 2 cities.**

24/7 Operations

Growing enterprise demand will push operators to adopt 24/7 operations of their facilities.

Operators will initially experiment with select locations but it will gradually becomes a norm. Operators to achieve operational efficiency to keep OPEX costs in check.

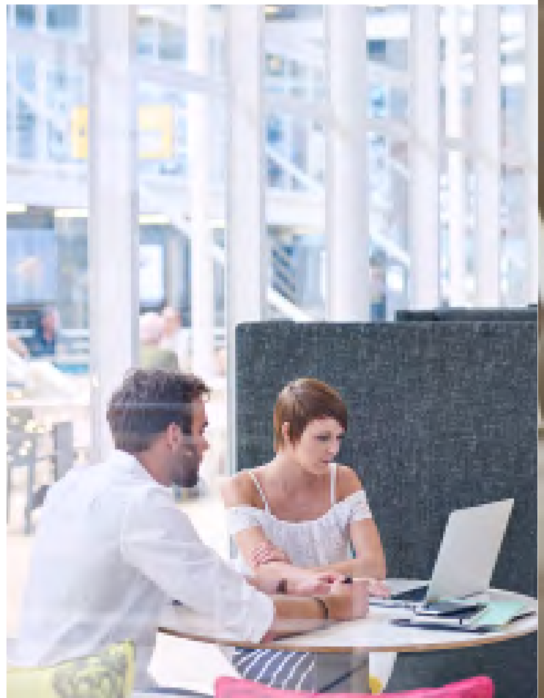
Creating diversified revenue streams

With competition eroding the profits, the coworking operators will increasingly focus on setting up **diversified revenue streams through creation of event spaces and leasing for such activities, tie-ups with F&B operators, wellness centers and gaming zones etc.**

Thematic / Service specific centers

Spaces structured around specific themes or with a clear focus on niche requirements will enhance the brand value and opens up opportunities to support the existence of other centers.

Potential examples include women-only workspaces, social startups or EdTech, Fintech, Analytics centers combined with incubators.



WORKPLACE DESIGN

from physicality to work community

INTRODUCTION

A shift towards experience, the rising role of technology as an enabler and a focus towards creating a distinctive work culture are the primary forces driving workplace transformation in the 21st century. Cohesion and collaboration are the defining facets even as the workforce is undergoing a generational shift with Baby Boomers being succeeded by Millennials and Generation Z. As the paradigm shifts from a commodity-based society to a society based on experience, work environments need to adapt more than ever to remain relevant.

Viewed as 'digital natives', the rise of millennials has led to the existence of a strong start-up and entrepreneurial culture, which is fostered through a workplace that inspires innovation and ideas, is flexible in terms of timings and location, is integrated with technology for communication and collaboration and seeks to provide an open, transparent, agile work environment.

Gone are the days when the workplace was a rigid, static environment. The concept of space as a service has pervaded the corporate environment. The workplace has truly become a living, evolving organism which defines the firm as much as the firm itself and its business has a correlative effect on the former.

We have come a long way from the traditional office layouts where the function defined the form. A firm's vision of its culture is now the foundation upon which the workplace stands.

FACTORS DRIVING WORKPLACE EVOLUTION

Digital Technology for Communication & Collaboration
Digital tools enhancing employee productivity and fostering greater collaboration and innovation

Spatial Design Efficiency & Diversity
Activity based work settings provide a variety of task-based environments to foster productivity.

Changing Culture & Mindset of Employees 88% employees believe that a distinct workplace culture is important for business success

Flexibility Regarding Place and Work Timings
A flexible location model ensures that every employee can work in the most appropriate space and location, including working from home or operating from a coworking space.

Ensuring Talent Retention
Due to agility introduced by digital technology, hierarchical office spaces have become **redundant.**
By 2020, organizations supporting a choose your own workstyle **(CYOW)** culture will **boost employee retention rates by more than 10% (Gartner)**

Millennials already make up almost **45%** of the workforce in white collar jobs.

EVOLUTION OF THE WORKPLACE

The earliest modern offices adopted an inflexible, regimented layout that emphasized efficiency , failing to take human and social elements into consideration, focusing solely on how employers could gain maximum productivity from their staff. The offices of the 60s changed this to a great degree, encouraging engagement and social interaction. The action office of the 70s increased freedom of movement while simultaneously offering privacy for focused work.

The ease of availability of cost-effective, modular walls and an increased focus on profitability drove a complete shift in workplace design during the 80s with the advent of the cubicle farm.

1950s – **Taylorist Office**
Maximize industrial efficiency
Rigid, assigned seating

1960s – **Burolandschaft**
More socially democratic layout
Plants create organic boundaries

1970s – CELLS concentrated study
Action Office
Modular furniture- 3-sided partition defines individual space
Workstations larger,more enclosed, customizable

1980s – **HIVES** solo activity
Cubicle Farm
Partial enclosure defined by 5-6 feet tall partitions
Assigned seating

Since the inception of the open plan during the 90s, the nature of work has dramatically evolved with the need for spatial solutions to be varied to encompass a vast set of needs to improve productivity and foster innovation. While many companies still utilize a rather outdated planning approach, the next generation of workplaces witnesses the unprecedented rise of co-working spaces, activity based working (ABW) and neighbourhood choice environments (NCE).

1990s – **DENS** collaborative work
Open Plan Office
Lowered partition panels, greater natural light, more visual interaction
Assigned seating

2000s – **CLUBS** autonomous, interactive

Activity Based Working (ABW)
Wider range of spaces to accommodate a variety of workplace activities
Unassigned seating

Coworking Space
Access to community amenities, various companies
Reservation based unassigned seating

2010s – **CELLS, HIVES, DENS, CLUBS**
Neighbourhood Choice Environments (NCE)
Variety of task-based settings for mobile teams
Unassigned for individuals, assigned
For teams

RESEARCH VS INSTINCT – DATA DRIVEN DECISION MAKING

Space as a Service' marks a change in real estate strategy from asset ownership to the monetization of physical space and associated services. In the context of an organization, higher productivity levels, increased employee retention and an overall improvement in employee well-being are the true measures of ROI (return on investment) for such workspaces. Here, the design strategy of creating workplaces and office environments is based on a service model recognizing the needs of the employees. In this way, companies can better evaluate the use of the space and easily make changes and enhancements, thereby utilizing and economizing space.

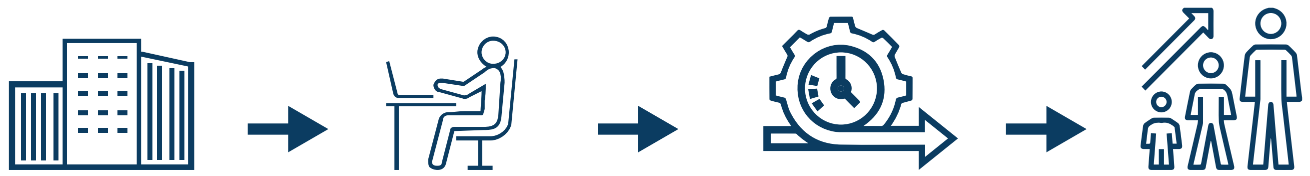
For this particular purpose, companies must answer a few essential questions, before embarking on a workplace transformation strategy. The use of data to derive tangible insights and learnings drives the process towards a re-imagined workplace.

Key Questions to Ponder Upon
What is the nature of work
How is your workplace being used for the same?
What is the vision of the organization?
What are the workstyles of the leadership and staff?
What is the change readiness of the staff?
How much space do we need? How is it distributed?

Stages of Workplace Strategy
Work Profile Audit
Space Audit
Business-Employee Needs
Workplace Design, Implementation and Change Management

WORKPLACE STRATEGY HAS TO TAKE A PEOPLE-CENTRIC APPROACH RATHER THAN PROJECT-CENTRIC

CRE's Shifting Focus



Building → Workspace → Agility → Employee Experience

Experience per SF (XSF)
A matrix developed by **Cushman & Wakefield** that helps clients measure and score experiences, develop an experience improvement action plan and pinpoint priorities.

33 Attributes & 10 Experience outcomes
to help a client truly score a workplace experience and prioritize experience improvement initiatives, beyond real estate.

CONCEPTS OF WORKPLACE DESIGN

Initially conceived as a static, purely utilitarian environment, the workplace of today is more flexible and free-flowing in terms of spatial use, prioritizing the people who drive it. As a more socially and environmentally conscious workforce enters the work scene demanding flexibility, work-life balance and scope for self expression, the workplace must adapt to these changing values to ensure higher levels of talent retention, productivity and wellness.

As space becomes less and less of a commodity, companies are building communities at the intersection of work/live/play to attract employees. They are implementing fully integrated, smart workplaces that anticipate employees' needs and deliver optimal employee experience.

WORKPLACE DESIGN = SPATIAL EFFICIENCY + EMPLOYEE PRODUCTIVITY

Critical business elements impacting workplace decisions

STRATEGIC IMPERATIVES
Increase Communication & Collaboration

HR IMPERATIVES
Increase Employee Productivity
Attract and Retain Talent

COST IMPERATIVES
RE Occupancy Costs

25%
The incremental cost differential between talent retention and hiring a new employee

33% GLOBAL
67% IN INDIA
workers significantly influenced by workplace design

(Source: The Global Impact of Biophilic Design in the Workplace, 2015)

LEADING TO EMPLOYEE PRODUCTIVITY

↑

Business decisions on Space Characteristics

Openness Vs Enclosed | Integrated vs Segregated | Individual Vs Community | Assigned Vs Un-Assigned

Pillars of Workplace Design Strategy

Openness & Collaboration	Health & Wellness	Sustainability
In a competitive world, creativity is a critical factor to sustain & grow. Through an open and collaborative environment one can foster a creative work space, where ideas are conceived and put into action.	Employees' health and wellness is a direct outcome of a healthy work environment. It is directly attributable by key elements - air, water, light, ambience & movement.	There is always a sustainable way of achieving our goals. A good workspace is efficient and environmentally-conscious without compromising on the needs and comforts of its users.

Technology as the base supporting element

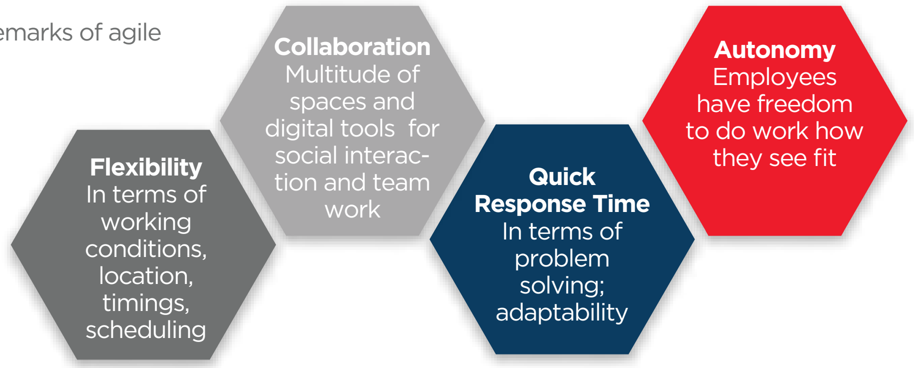
ELEMENTS OF SPATIAL EFFICIENCY

	Baseline	Value Added
Multi-Purposing of Space	Multipurpose furniture (collapsible desks, chairs; conference tables doubling as ping pong tables, etc.) Individual workstations combined into a larger shared space for collaborative, team work Ability to join rooms, open spaces via movable walls, foldable partitions for multitude of social activities	Circulation spaces such as staircases, ramps for multifunctional use
Degree of Openness	High ceilings impart a sense of Openness to the space Partition-less, non-cubicle seating for unobstructed view	Large tables with unassigned seating for individuals, assigned seating for teams
Ergonomics	Universal design – wide corridors, ramps, tactile surfaces, appropriate signage Preventing musculoskeletal injuries via adjustable height lift tables, sit to stand desks, standing meeting rooms	Adjustable task lighting to tackle eye fatigue Placing stairs, lounges, and restrooms away from work spaces encourages movement.
Amenities	Forward planning of toilet layouts Baby-friendly areas for nursing mothers to create more gender-neutral Workspaces Common areas- water coolers, vending machines, coffee machines	Workshop areas, dedicated library spaces meditation spaces, day-care facilities, relaxation rooms.
Collisional-Collaborative theme	Informal lounge areas stimulate relaxed, impromptu meetings, interactions Prefabricated, modular, flexible meeting rooms. Floor to ceiling glass conference rooms.	Unique seating- meeting pods, Quiet zones, alcoves in cafes, ceiling-hung swings, sofas, etc. Social spaces & break-out zones – cafeteria, lounges, coffee bar, gym, wellness centers, etc.

Need for Agile Work Environments

The future of the workplace envisions a space free from hierarchy and control, a user-centric place based on a culture of collaboration and agility to spur employee productivity, health, wellness, creativity and engagement. Technology, a crucial element in bridging the physical and the digital workplace helps attract and retain talent.

The following are some of the trademarks of agile work spaces:



ELEMENTS OF EMPLOYEE PRODUCTIVITY

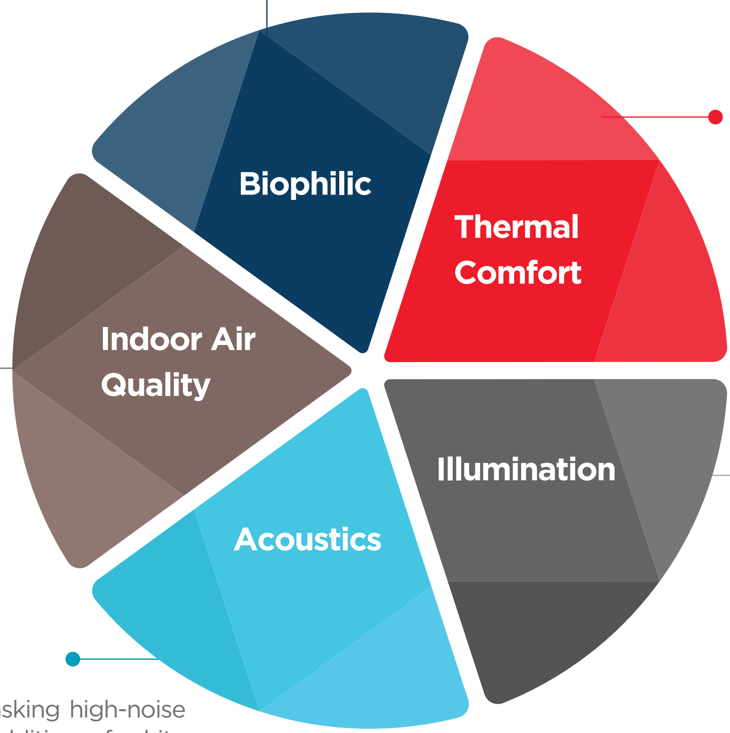
Going an extra mile in providing comfort to all senses and improving productivity

•Introduction of natural ecosystems such as water bodies creates a Microclimate

•Integrating indoors with outdoors through courtyards, open-air atriums, green rooftops

•Active façade systems which are solar activated help in controlling the incident radiation through sensors controlling Operable Windows and façade elements.

IoT integrated HVAC to monitor indoor air temperature; dehumidifiers for a responsive artificial ventilation system.



•Use Daylight Mimicking artificial lighting, controlled in a phased manner to provide seamless transition from day to night and enhance experience in wall-locked sections of the office.

•Sound masking high-noise areas by addition of white noise such as music or running water

6 WORKPLACE DESIGN TRENDS IMPACTING PRODUCTIVITY

CORPORATE + HOSPITALITY THEMED SPACE

Cues from the living room, creating user-centric spaces that are casual, colorful and comfortable, featuring couches, armchairs, lounge furniture and specialty pieces. This creates a welcoming, hospitable ambience, fostering comfort and productivity.

SIGNIFICANCE OF LIGHTING

In absence of natural daylight feature, daylight mimicking lighting fixtures are used and are found to have a direct impact on productivity and employee energy levels. Experimentation with clubhouse styled lighting with higher illumination of floor and walls to create a contrast, allows for mood upliftment and higher focus levels.

DESIGN FOR WELLNESS

Work environments are now integrating the indoor office experience with the outdoors through water curtains, green corridors, living, green walls, terrariums and potted plants to facilitate wellness of its employees.

WORKPLACE CULTURE

Employing colours, materiality, openness and aesthetics to create a distinctive cultural ethos reflecting the global and local context. Additionally, a diverse set of activity-based settings to foster individual and team work.

TECH-DRIVEN DESIGN

Tech-driven agility blurring lines between physical seating, office space and actual work execution. The new-age, tech-enabled offices strengthen communication, collaboration, productivity, engagement and accountability.

AUTOMATED & PERSONALIZED ASSISTANCE: AI POWER

The modern workplace has harnessed the power of AI to deliver personalized assistance in areas such as setting thermal comfort, lighting levels, mail sorting and pushing priority notifications to individual.

CHANGE MANAGEMENT

Professional vibe in an informal setting

As one creates an engaging, uber-cool workplace with key elements which mirror leisure formats, the key imperative is to yet maintain a professional vibe in the work environment. As workplaces get rid of the rigid, grid layout making room for vibrant, collisional and collaborative spaces it is essential that impromptu interactions help foster the work ethos and are not inhibitors to innovative thinking and actual work being done.

Belongingness vs collectivism

The inherent human psyche of 'my space' versus creating a collective seating format with no assigned spaces needs to be aligned to ensure that the acceptance level of such changes are not hampered. At times, it is important to make the user feel ownership of a tiny bit of space in a whole collective environment.

It is here that the Change Management Strategy is a vital and key aspect in the successful implementation and sustainability of any transformation initiative. Creating a centralized approach for managing the user experience; measuring, evaluating and managing risks and impact from the workplace and culture change, will build a positive vision for change.

Typically Approx.
~1.5-2.5% of the CAPEX spend invested in Workplace Strategy & Change Management

20-30% enhanced ROI on the CAPEX spent on the Workplace*

WHY	HOW
Talent Retention To support work-life balance	Take control of the narrative on the change management roadmap
Changing Business Model To cater to centralised/-decentralised workflow	Expectation setting with employees
Innovation To support agile work environment for better collaboration	Involve them through survey & workshops Gauging readiness levels
Technology To adapt technology in this ever changing world.	Adopt and Adjust to the Change
Economic Imperative Supporting flexibility with more efficient operation.	Get the feedback & Act again

FUTURE WORKPLACE 2.0

With the advent of technology and its disruptive nature, the nature of work is changing along with the workplace. The recent advancement in computing, rise of AI powered applications and process automation is pushing the boundaries of conventional work towards processes structured around critical thinking, problem solving, social & emotional response and creativity. Our future workplaces need to foster the same through design.

Schools of thought around Future of Work

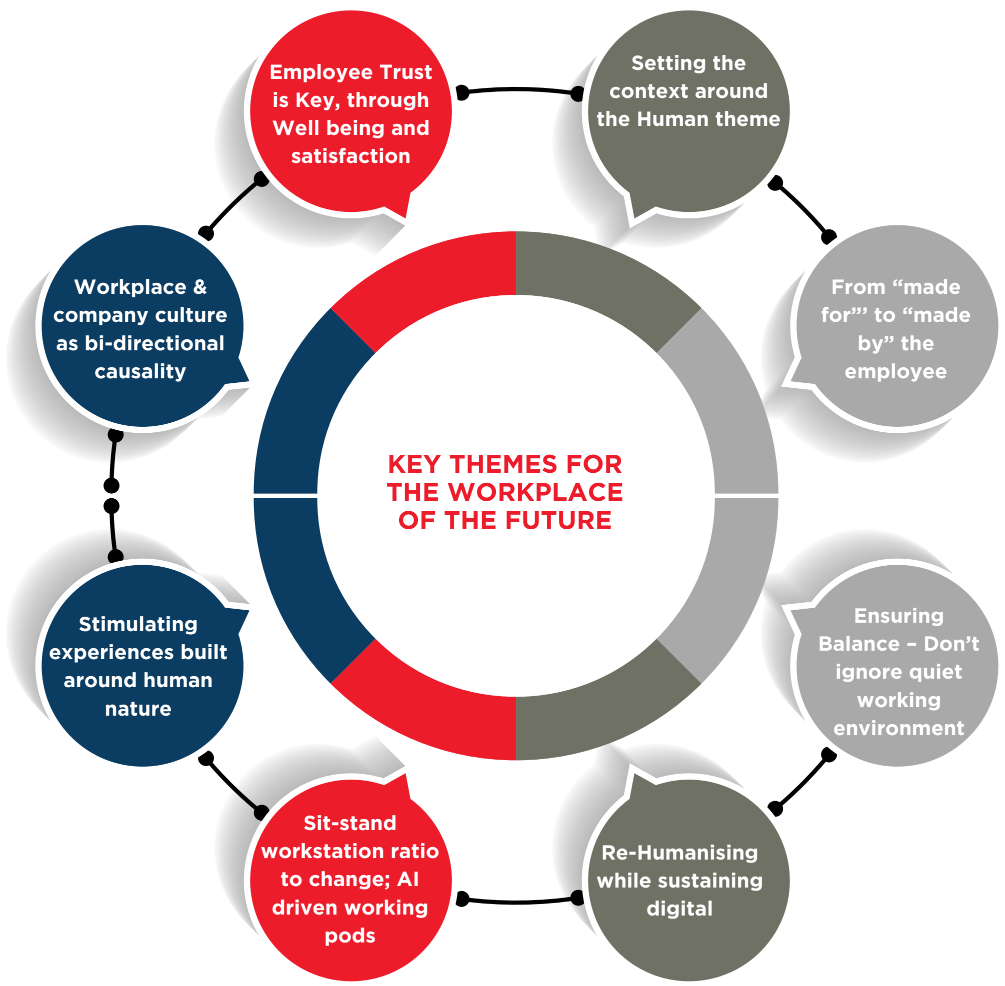
Location-less worker making workplace obsolete?	Emphasizing Human connect beyond collaboration
The increasing usage of tech and flexibility offered to the workers is allowing for connecting through one's living room.	Utilising the work-leisure concept to foster shared experiences and communication at a deeper level

The ANSWER IS NO

The need of the millennial generation for shared experiences and create community-led interactions shall keep the workplace relevant and break down the boundaries even further for enhanced human interactions.

Future workplace

- Worker of future will become place-less, working remotely.
- Number of seats will reduce with evolving nature of work.
- Blend of both quieter spaces as well as collaborative spaces enabled with tech integrated environment.
- Majority of standing workstations and customised working pods that are AI powered.



Authors

Kapil Kanala
Associate Director, Research Services, India
kapil.kanala@cushwake.com

Rohan Sharma
Director, Research Services, India
rohan.sharma1@cushwake.com

Akshit Shah
Associate, Research Services, India
akshit.shah@cushwake.com

Acknowledgements

The authors would like to acknowledge the contribution of Sachin Boradia and Pallavi Shrivastava from Project Development Services and Ashish Khanna from Workplace Strategy-Consulting Services for their insights to this paper

For Business :

For Leasing Services
Badal Yagnik
Managing Director- Leasing (National)
Badal.Yagnik@cushwake.com

For Consulting & Workplace Services
Khurshed Gandhi
Managing Director, Consulting
khurshed.Gandhi@cushwake.com

For Project & Development
Shashi Bhushan
Head - Fit-outs & Design and Build, Project & Development Services
Shashi.Bushan@ap.cushwake.com

CUSHMAN & WAKEFIELD

About Cushman & Wakefield

Cushman & Wakefield (NYSE: CWK) is a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. Cushman & Wakefield is among the largest real estate services firms with approximately 51,000 employees in 400 offices and 70 countries. In 2018, the firm had revenue of $8.2 billion across core services of property, facilities and project management, leasing, capital markets, valuation and other services. To learn more, visit www.cushmanwakefield.com or follow @CushWake on Twitter.

Cushman & Wakefield established operations in India in 1997. We are a strong team of over 2,900 employees, operating across Gurgaon, Mumbai, Pune, Bengaluru, Chennai, Hyderabad, Kolkata and Ahmedabad. In addition, we service over 200 other cities such as Nagpur, Cochin, Mysore, Mohali, Chandigarh, Goa, Ludhiana, Jaipur and Coimbatore amongst others.

A recognized leader in local and global real estate research, the firm publishes its market information and studies online at www.cushmanwakefield.com/knowledge.