



iPWC

WORKPLACE SPECIALIST

REAL ESTATE STRATEGY • WORKPLACE STRATEGY & OPTIMISATION • CHANGE MANAGEMENT



BBC



CORE SERVICES



REAL ESTATE STRATEGY



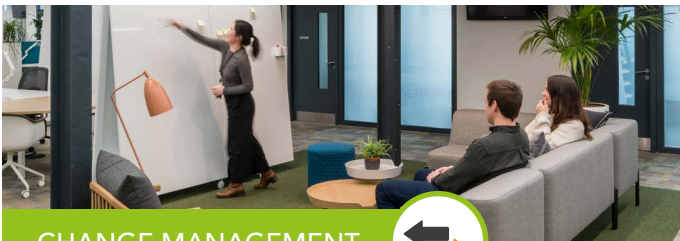
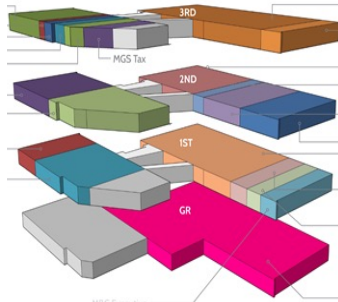
Optimising and aligning real estate with business needs.

Trends in office design and ways of working has long influenced real estate footprints. As the purpose of the office begins to shift, there is likely to be a fundamental change in how much space is needed, where it should be located, and the occupation model (own, lease, flex space or coworking).

While there are many options in the headlines, it is important that your approach supports the long-term future of your business. With so much change, what metrics should be the basis of your decisions?

An impartial, bespoke, business led analysis of your real estate needs is essential. With the potential for significant savings, this step is more important than ever.

This is where we come in. iPWC supports organisations using our time-tested methodology to ensure your real estate strategy is right-sized.



CHANGE MANAGEMENT



Guiding your people through important workplace changes.

It is no surprise that change of any size creates uncertainty within organisations. Thoughtful, human-centric approaches to managing change have become more important than ever for organisations of all sizes, especially those that are large-scale.

In organisations, even minor shifts can create significant ripples across the entire business, for better or worse. The health of your organisation hinges on your ability to engage and guide your people through changes.

iPWC believes workplace change management is key to ensuring your intentions for future ways of working are successfully achieved through people and place. Our approach enhances employee buy-in, encourages optimal utilisation, and reduces human resource challenges.

We work to ensure your people, and developing systems are supported as your organisation shifts to the future way of working uncovered through our Workplace Strategy process.

Together we can ensure employees are engaged and guided through the change to the new way of working and equipped to excel at their roles.



WORKPLACE STRATEGY



Enhancing your workplace flexibility for hybrid working.

There are many good reasons why the office is still an essential part of an organisation. When well-executed, it is the beating heart of the business, a place for community and collaboration. As technology has enabled a major shift in the way work can be done, flexible workplaces are taking centre stage in order to keep offices relevant and useful for businesses.

When facilities do not support the needs of employees, organisations are missing key benefits. A functional, purpose-built workplace strategy maximises the performance of your employees and becomes a destination that compels utilisation.

Our proven process takes the guesswork out of workplace design, utilising data from deep engagement to ensure your path forward fits your organisations unique needs.



We specialise in the design and implementation of workplace solutions which deliver innovative and effective environments within an overall real estate strategy, that is aligned to your business needs.

OUR TEAM

We pride ourselves on customer service, resulting in ongoing client partnerships. Working across a broad range of sectors with many recognisable brands, we've built an enviable track record.

Our tenure in the industry speaks for itself, with more than 50 years combined consulting experience, in addition to over 35 years on the client side.



Mark Bradshaw
Technical Director

Mark's skills are in the development of property and workplace solutions for large organisations, providing a leading role in the delivery of rationalisation and change activities.

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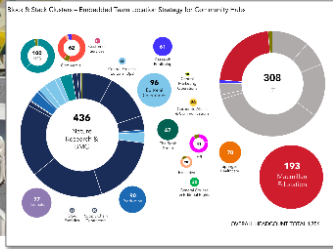
On the following pages you can find details of some of our projects

OUR EXPERIENCE

SPRINGER NATURE

SIZE 210,000 Sqft HC 1,575

SERVICES



CLIENT REQUIREMENT

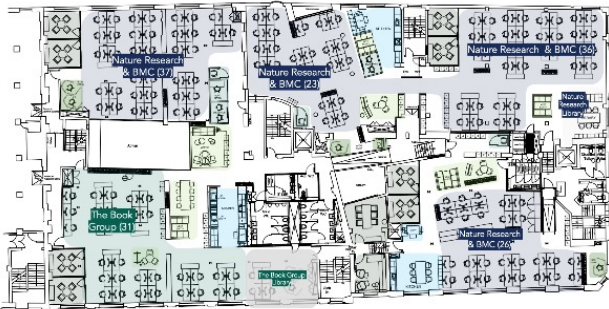
Springer Nature is a global online and print publishing company across academic, scientific and educational sectors. Their workforce are highly educated and diverse with a spectrum of roles and activities. They wanted to implement a more flexible / hybrid way of working and downsize their real estate.

OUR APPROACH

The initial scope was a pilot project of 104 people to test the suitability of more flexible ways of working. We were appointed to develop and implement a culture change program and to design a smarter working workplace to support the activities of each of the teams. We carried out an activity-based assessment survey, led detailed stakeholder engagement and design process.

OUTCOME

The pilot was a success, extending our commission to engage the entire campus of 1,573 employees and produce smarter working layouts for the campus. This included rolling out a series of change management activities, reducing Sqft by 30%. We designed and implemented culture change activities which successfully embedded new principles of shared occupation.



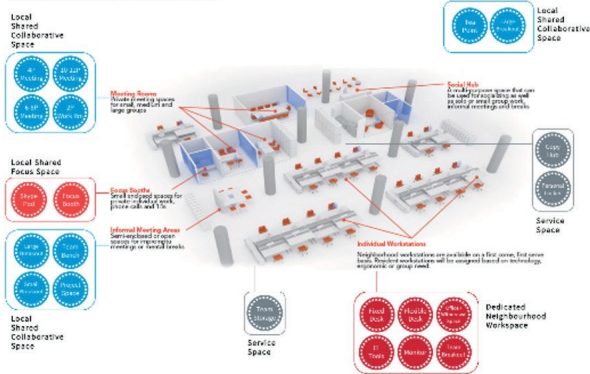
SIZE 55,000 Sqft HC 600

SERVICES



4.4 THE WORKSETTING MIX

Earlington Worksetting Mix / Alignment to CSD



CLIENT REQUIREMENT

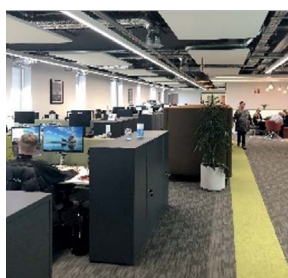
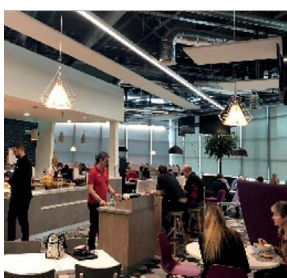
Cummins Inc. is a Fortune 500 company with a turnover of £23Bn. At their UK Headquarter site there is a large office and plant area hosting over 600 staff. The workplace was in need of significant investment to improve the quality of the space for staff and to also meet the future needs of the organisation. They wanted to consolidate the IT, Finance and HR operations which would see c200 staff relocate to Headquarters. Key to this was the development of workplace standards and settings that would encourage the business to embrace new ways of working, technologies and cultural change.

OUR APPROACH

We completed a baseline data validation of the organisation and real estate, including an observational space utilisation study. Through in-depth engagement with the leadership and change champions, we collated information that enabled our team to create a conceptual design. We smoothly transitioned the project to the architectural team to implement a final design that maintained the needs identified in our research.

OUTCOME

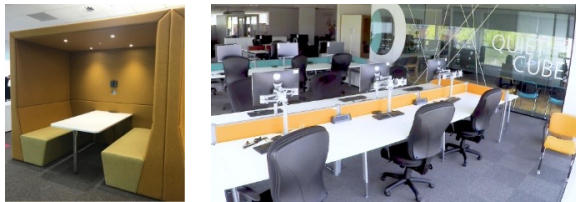
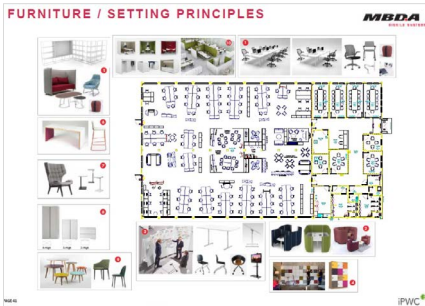
The final product was a world leading agile workplace design for this sector. Cummins was able to make a wider investment into the community. Collaboration between teams, team dynamics across HQ and engineering plants improved. The new technology and spaces enabled better communications globally.



OUR EXPERIENCE



SIZE 320,000Sqft HC 2,500 SERVICES



CLIENT REQUIREMENT

MBDA appointed iPWC in 2017 to support them with the development of their Flexible Workspace Initiative. As a highly technical engineering company, their workplace was outdated and did not reflect the modern way of working, nor was it supporting their drive to recruit their future workforce.

OUR APPROACH

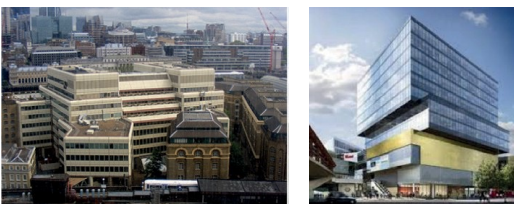
Our initial scope was to deliver a new workplace strategy for their sales and business development team, transforming their workplace to provide a more flexible/agile design following a detailed engagement program. The success of the pilot led to a further 5 projects involving over 1500 staff from across their Stevenage Campus. Additional works have been undertaken in other UK locations across their extensive portfolio to roll out the design initiative.

OUTCOME

The key challenge within MBDA was the reluctance to move away from the large, owned individual workstations within a very formal / traditional environment. The value placed upon shared spaces for informal collaboration had not been explored prior to our involvement. Th new layouts have been welcomed by the teams, creating much better efficiencies, improving collaboration and allowing for space rationalisation, thereby accommodating growth.



SIZE 650,000 Sqft HC 4,900 SERVICES



CLIENT REQUIREMENT

Network Rail was under considerable pressure to reconsider their significant presence in London following findings in a recent Government report. We were commissioned to identify and evaluate a number of strategic options and develop a robust estate strategy to improve the efficiency and reduce the cost of the London estate. The client brief required our team to fully understand both the in-scope portfolio and the business operations within.

OUR APPROACH

We performed a portfolio observation and validation. Stakeholder interviews were held in order to create a proper statement of requirements. Here we reviewed location dependencies, activity types, spatial design needs, and client relationships. Upon portfolio modeling, optioneering and assessment we were able to produce a financial cost benefit analysis. The business case and portfolio of projects were developed.

OUTCOME

Once the business case was approved, the project was implemented, kicking off a significant move and migration activity across London. The portfolio was reduced by over 25%, reflecting savings in excess of £14m per annum. The retained real estate had greater efficiency and effectiveness including embedded agile working solutions across the business.

“ The team have provided a professional and proactive service across a variety of strategic advisory projects. As we move into the delivery phase of our CP5 project plan, in particular the London Accommodation Strategy, I know that your team will continue to perform in a way that will produce a first class service and support the objectives of Network Rail. ”

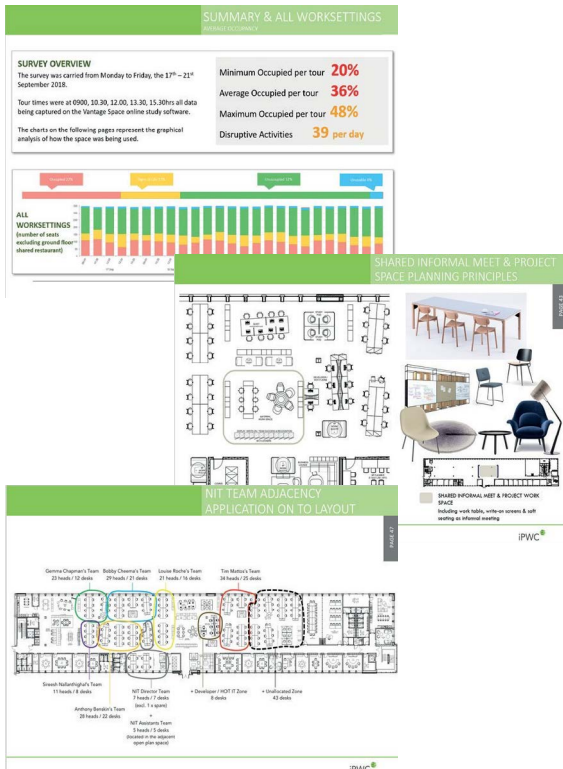
Nigel Bunclark, Director,
Workplace Management, Network Rail

OUR EXPERIENCE



SIZE 28,000 Sqft HC 210

SERVICES



CLIENT REQUIREMENT

Aldi UK, is growing rapidly and were extending their current headquarters building at a rapid rate. The Real Estate team wanted to make sure that the space was being used effectively and understand the propensity to introduce agile working.

OUR APPROACH

We carried out a space occupancy study to understand utilisation & activities. Interviews of senior team were performed to understand business model & profiling. We facilitated a vision workshop along with business adjacency mapping to ensure the workplace would support the goals of the company. From this information we developed a space budget and desk count for each team. Functional layouts were produced to show the range of work settings and optimal placements needed. We shared this information in a detailed report using data to evidence ratio working.

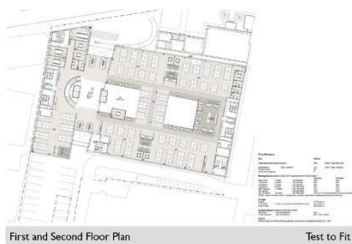
OUTCOME

This work resulted in an agile workplace designed to support the HQ function. We were able to demonstrate that a reduction in space was possible and therefore reduce newbuild requirement. The workplace experience was greatly improved as the office became aligned with their way of working.



SIZE 250,000 Sqft HC 230

SERVICES



CLIENT REQUIREMENT

The States of Jersey (SoJ) occupies multiple offices across Jersey, the majority of which are located in St Helier. Overall, the office portfolio is tired, underutilised and inefficient. Coupled with evidence that the estate did not support the effective delivery of services, the client took the decision to embark upon the development of a strategy to modernise their office estate. We were commissioned to lead the development of the Office Modernisation Program.

OUR APPROACH

Our team was integrated within the SoJ Reform Board. We performed a thorough assessment of the existing portfolio performance. In-depth engagement across all departments was carried out to developed a detailed Statement of Business Needs. We carried out a holistic supply/demand analysis and option evaluation, developing Target Operating Model and Portfolio Blueprint. From this we prepared a strategic business case and outline business case.

OUTCOME

We were able to develop a robust strategy and case for change. This created a significant rationalisation and moderniation of the portfolio. The workforce transformed ways of working, driving service delivery benefits. States of Jersey were able to reduce the number of assets by c70% & space requirement by c35%. They benefitted from an innovative funding model and increased value of surplus assets. There was a significant financial return, with a payback of less than 3 years.

I have worked with Mark for over 4 years, both in the context of a specific strategic office modernisation project, but also more informally in a critical friend role. His huge personal knowledge of the workplace was key to the success of the project. He is committed, persuasive and has the ability to communicate at all levels in the organisation, including at the most senior level.

Mick Heald, Project Director,
Property Holdings, States of Jersey

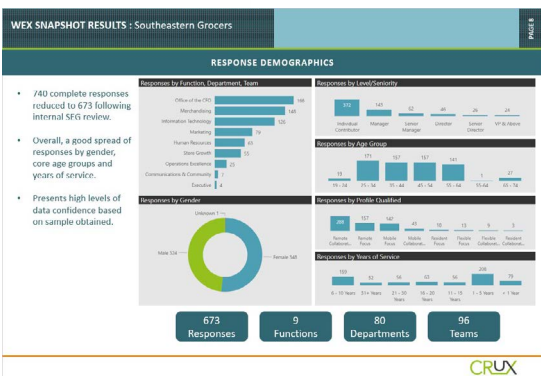
OUR EXPERIENCE



SIZE 160,000 Sqft

HC 800

SERVICES



CLIENT REQUIREMENT

Southeastern Grocers are supporters of hybrid working for their store support and headquarters employees based in Jacksonville Florida. With an important lease end on the horizon, they wanted to be confident about the formalisation of hybrid working and assured as to how much space would be needed going forwards.

OUR APPROACH

Our role was to engage across the store support and HQ teams, some 800 employees, distilling insights from all levels of the organisation. This involved interviewing the leadership team to understand the challenges and risks, as well as heads of departments and functions to understand the business process. The WEX engagement platform was deployed across the workforce.

OUTCOME

We were able to forecast the collaboration requirements within and across teams. Preference and productive locations were identified along with work settings, allowing us to schedule how their offices should be configured to enable productive hybrid working. Our analysis identified an opportunity to reduce the HQ from 160,000 Sqft to 50,000 Sqft on the implementation of hybrid working.



SIZE -

HC 700

SERVICES



CLIENT REQUIREMENT

Lytx is a fast-growing technology company with their HQ in San Diego. They are eager to stay at the leading edge with ambitious plan to grow. The company wanted to develop their future working model that will retain and the company's successful culture, attract and engage the very best talent in their field. iPWC was engaged to help Lytx in the journey of developing their future way of working.

OUR APPROACH

Our role was to engage across the 700 employees globally and distill insights from all levels of the organisation. This involved interviewing the leadership team to understand the challenges and risks, as well as heads of departments and functions to understand the business process and deploying our survey tool to understand the preference and productivity influences across the company.

OUTCOME

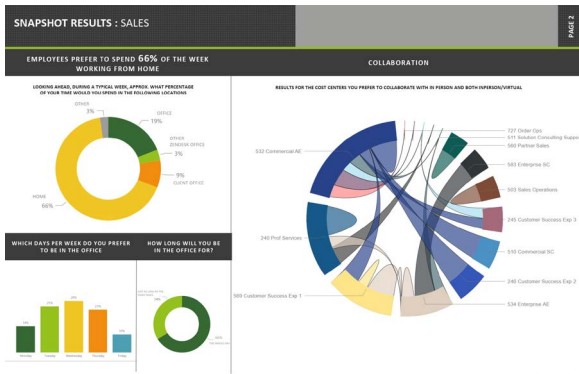
The project happened mid-pandemic, yet we were able to provide a very wide range of insights following the deep dive engagement around employee preference, collaboration, productivity and activities – differentiating between in persona and remote activities. This informed their working arrangements and reconfiguration of workspaces to introduce more collaborative worksettings.



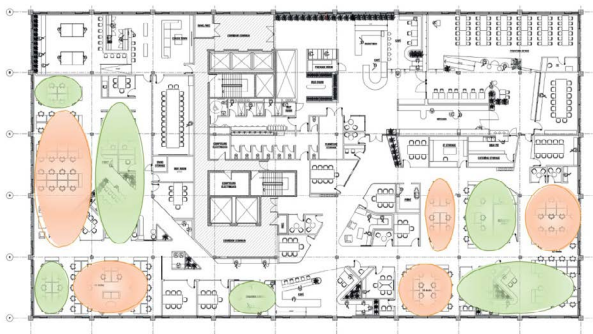
OUR EXPERIENCE



SIZE 800,000 Sqft HC 4,800



CRUX



CLIENT REQUIREMENT

Zendesk wanted to develop a 'digital first' flexible way of working that enabled rapid growth while making sure the culture was not detrimentally impacted, productivity enhanced, employees on board supported by the right workplace design, technology and management culture. The brief covered over 10 countries and 24 locations.

OUR APPROACH

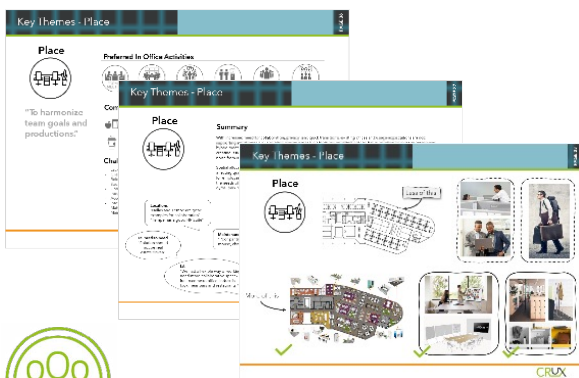
Our role was to engage across the business, some 4,800 employees, and distill insights from all levels of the organisation. This involved interviewing the entire leadership team globally o opportunities, challenges and risks and deploying our WEX engagement platform across the global workforce, which achieved a >75% response rate.

OUTCOME

Our detailed Insights report set out 9 key challenges and tasks that the client would need to address before the new way of working would become universally enhanced. These ranged from workplace design interventions to process changes and included management upskilling.



SIZE 355,000 Sqft HC 2,500



CLIENT REQUIREMENT

MUFG / Union Bank is a global bank with corporate offices around the US. With diverse cultures across geographies and roles, MUFG sought to better understand the unique needs of their employees. iPWC was engaged to identify opportunities to create a high performing workplace experience at MUFG. With the goal that the experience would enable employees to do their best work and create an environment that attracts and retains the best talent.

OUR APPROACH

Our role was to engage across roles from diverse areas of the business and geographic locations organised into revenue generators, business support stakeholders, and operations stakeholders. From these interviews and workshops, we generated insights from all levels of the organisation.

OUTCOME

Through studying the different areas of the business as personas, we were able to identify needs, perspectives, and requirements that were unique to each area of the business and trends across the organisation. MUFG received clarity around unique actions they could take to improve workplace experience and future designs.

ABOUT iPWC WORKPLACE



OUR INNOVATIVE ENGAGEMENT TOOLS SIMPLIFY THE PROCESS

iPWC Workplace has developed tools to forecast your space needs and define your workplace strategy. An innovation in employee engagement, these bespoke tools enhance information gathering and the creation of evidence-based solutions.

The WEX Engagement Platform provides an interactive view into the needs of your workforce. We assess interactions, preferred and most productive in-office and remote activities, and supportive work settings. The process calculates who will be in the office, how frequently and when. The collaborative mapping function allows us to plan team adjacencies that benefit from formal and serendipitous interactions.

When selected as part of the WEX engagement process, the Space Budget Calculator will accurately provide a detailed schedule of work settings and spaces needed resulting in an evidential basis for your workplace and real estate strategy.



iPWC WORKPLACE

iPWC Workplace is part of the GRE-WEX Group of companies including CRUX Workplace in the US. Established in early 2016, the GRE-WEX Group is built on the more than 30 years of workplace and real estate experience of our founders David George and Mark Bradshaw.

iPWC Workplace is your impartial workplace partner. Whether you are developing your new way of working post-pandemic, designing a workplace to support behaviors in response to new technology and flexibility, or evaluating your real estate strategy, iPWC is by your side.

“New ways of working” are not new to the iPWC team. We can offer you evidence-based best practices and methodologies in workplace strategy, real estate strategy, and workplace change management derived from more than 20 years solving similar challenges around the globe.

We also guide organisations and support clients of partnered brokerage firms in getting results that enhance the next chapter of their businesses. Whether we are briefing brokers and architects or engaging with your employees to understand their work practices, we’ll help your workplace, and your people transition to a new way of working.



WORKPLACE STRATEGY & DESIGN



REAL ESTATE STRATEGY



WORKPLACE CHANGE MANAGEMENT