

# The Flexible Workplace

An exploration into the value  
of co-working spaces as an  
accommodation strategy for  
corporations

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Natalia Echeverri Agudelo

Real Estate Management  
First Mentor: Tuuli Jylhä  
Second Mentor: Philip Koppels

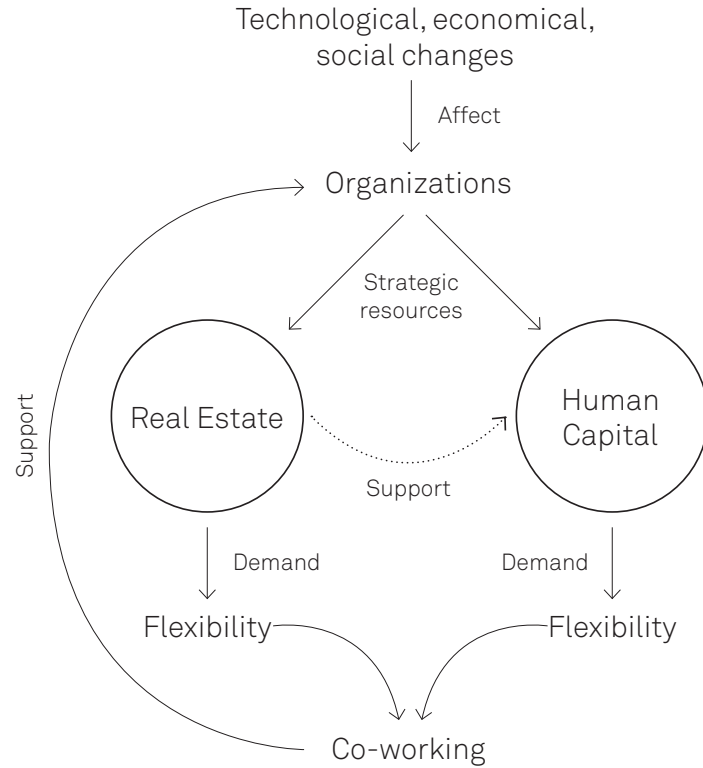
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# 01

# Introduction

WHY



## 1. Introduction

**Co-working is a type of multi-tenant office, with a high level of service, where a diverse group of individuals with more or less heterogeneous backgrounds share a 'community work environment' on the basis of a membership that grants access to multiple services and facilities**

(Garrett, Spreitzer, & Bacevice, 2017; Sankari, 2019; Spinuzzi, 2012; Yu, Burke, & Raad, 2019).

**2,000,000**

Members worldwide

**23,000**

Co-working spaces  
around the world

**2X**

Doubled the stock of  
2016

**60%**

Co-working operators  
are planning to  
expand

**56%**

Office occupiers  
planning to use co-  
working in the next 3  
years

**02**

# **Research**

WHAT

## 1. Problem Statement

**Despite the rapid growth and increased popularity of co-working spaces, little research has been done concerning the value of this office model in corporate real estate.**



## 2. Research Questions

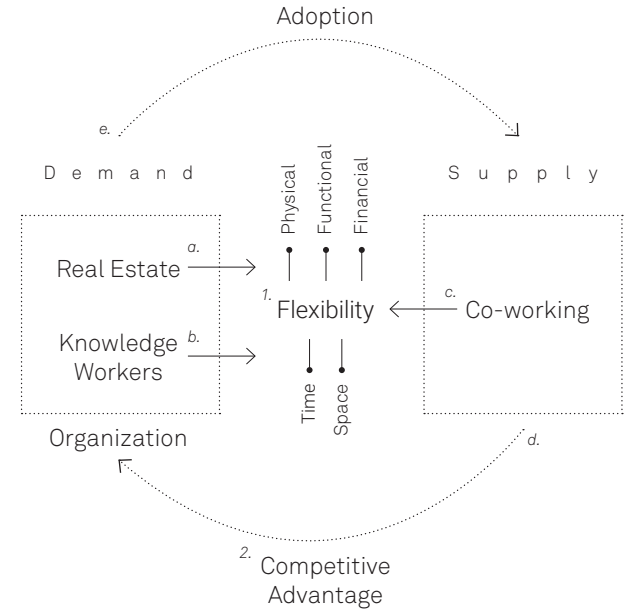
**“How can co-working as a real estate strategy contribute to the performance of a corporation while meeting the flexibility demands of the organization and the employees?”**

**Q1: How does the co-working space concept meet the flexibility needs of corporations and users?**

- a) *What are the real estate flexibility demands of corporations?*
- b) *What are the workplace flexibility demands of knowledge workers?*
- c) *What are the attributes of co-working in relation to flexibility?*

**Q2: How can co-working be adopted by corporations to achieve competitive advantage?**

- d) *What are the potential contributions of real estate to competitive advantage?*
- e) *Which challenges are associated with adopting co-working as an accommodation strategy?*



**03**

# **Methodology**

HOW

# Methodology

	<b>1. Theoretical</b>	<b>2. Empirical</b>	<b>3. Conclusions</b>
<i>Method</i>	Literature Review	Demand Study Supply Study Expert Study	Synthesis & Interpretation
<i>Data Source</i>	Journals Books Reports	Case Studies Interviews	Theoretical & Empirical Research
<i>Research Questions</i>	Qa Qb Qc Qd	Q1 Q2 Qe	Main Question

**04**

**Theoretical  
Framework**

**1.  
Knowledge workers  
and flexibility in the  
workplace**

**2.  
Corporations and  
flexibility in the  
property portfolio**

**3.  
Co-working and  
flexibility**

**4.  
Corporate Real Estate  
and Competitive  
Advantage**

1.

## **Flexibility**

## Flexibility

### Knowledge Workers

Choice, autonomy and  
work-life balance

### Corporate Real Estate

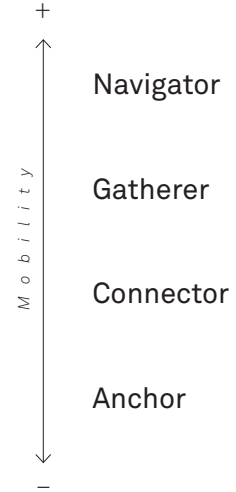
Efficiency and  
responsiveness to change



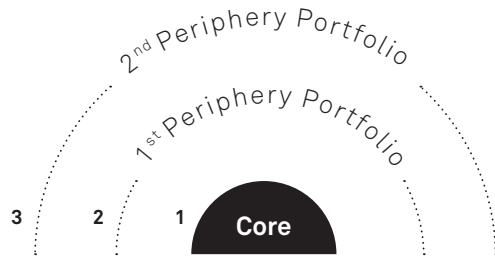
## Flexibility

# Knowledge Workers

Choice, autonomy and  
work-life balance



## Flexibility

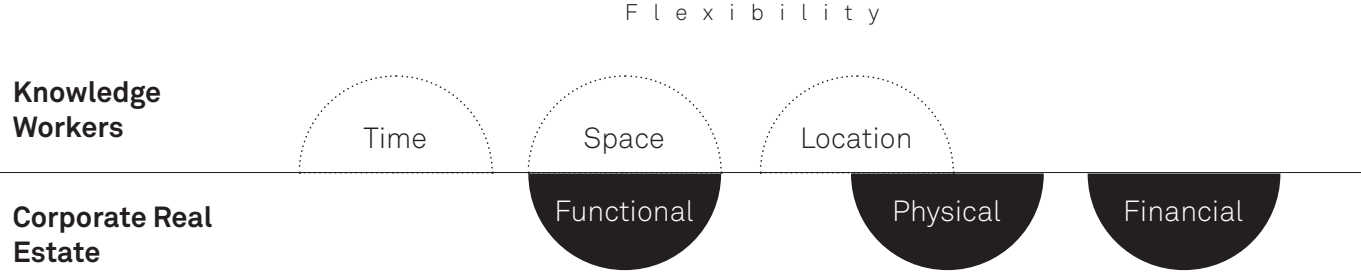


## Corporate Real Estate

Efficiency and  
responsiveness to change

(Gibson and Lizieri, 1999; Haynes  
and Nunnington, 2010)

# Flexibility Integrative Approach



3.

## Co-working

**Workplace is an ecosystem  
comprised of people, process  
and place that aims at  
supporting individuals and the  
nature of their work**

(Mitchell-Ketzes, 2003)









**Network of physical, virtual  
and social aspects extremely  
important to support  
knowledge sharing and  
interaction**

### 3. Co-working



4.

**Corporate Real  
Estate and  
Competitive  
Advantage**

## 4. Competitive Advantage

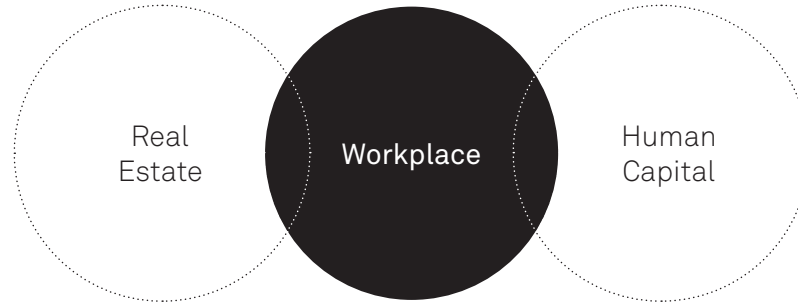
**Corporations are increasingly focusing on aligning their resources to efficiently support the overall business competitive strategy**

(Gibler & Lindholm, 2012)

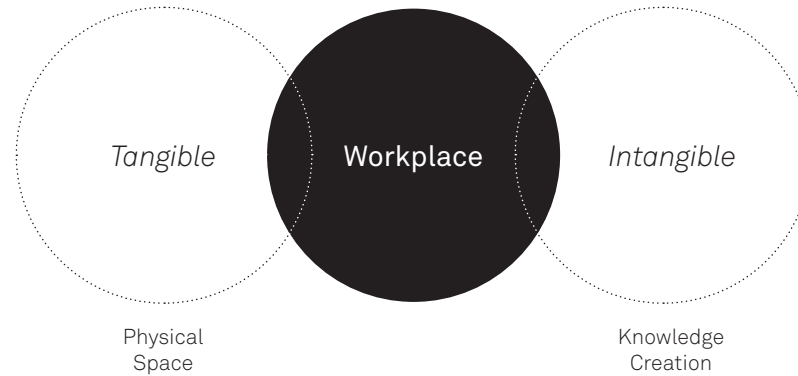
## 4. Competitive Advantage

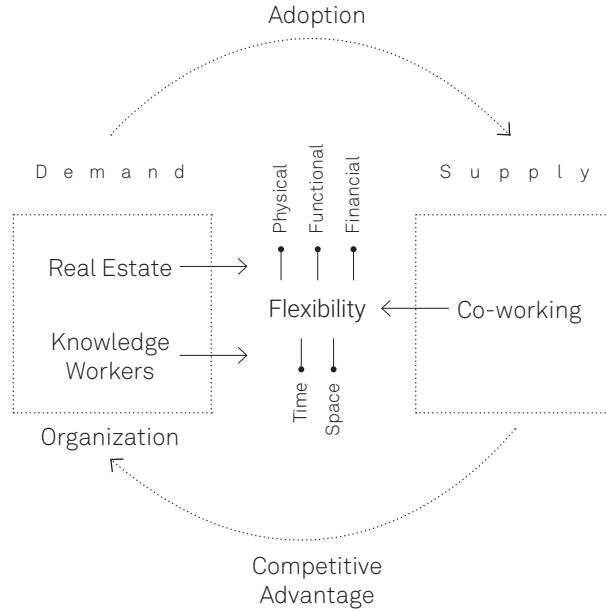


## 4. Competitive Advantage

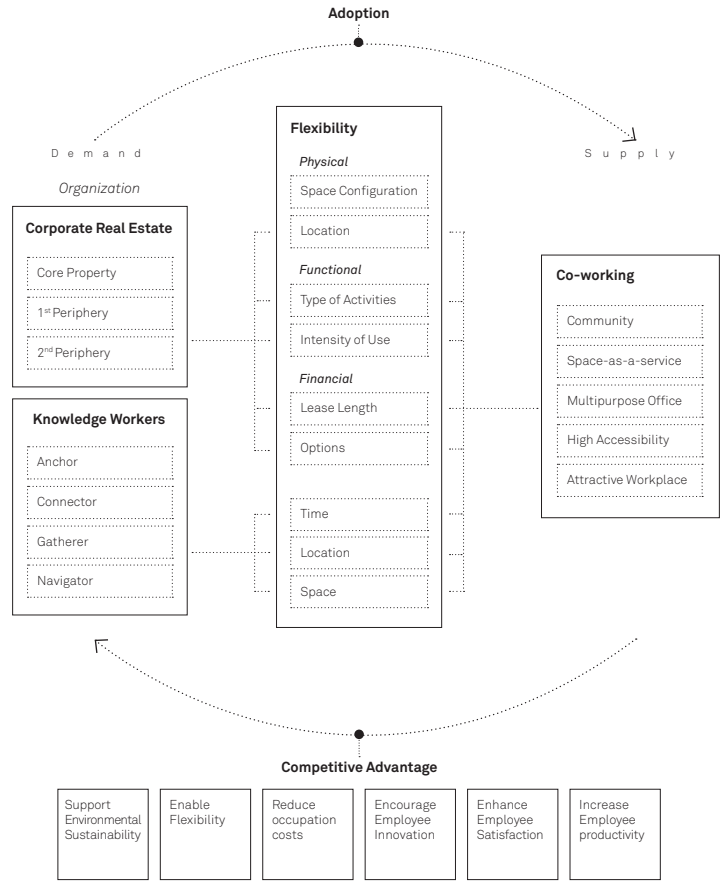


## 4. Competitive Advantage









**05**

**Empirical  
Research**

## Components

**1.**  
**Demand Study**  
**Case Studies**

Knowledge intensive corporations using co-working

**2.**  
**Supply Study**  
**Interviews**

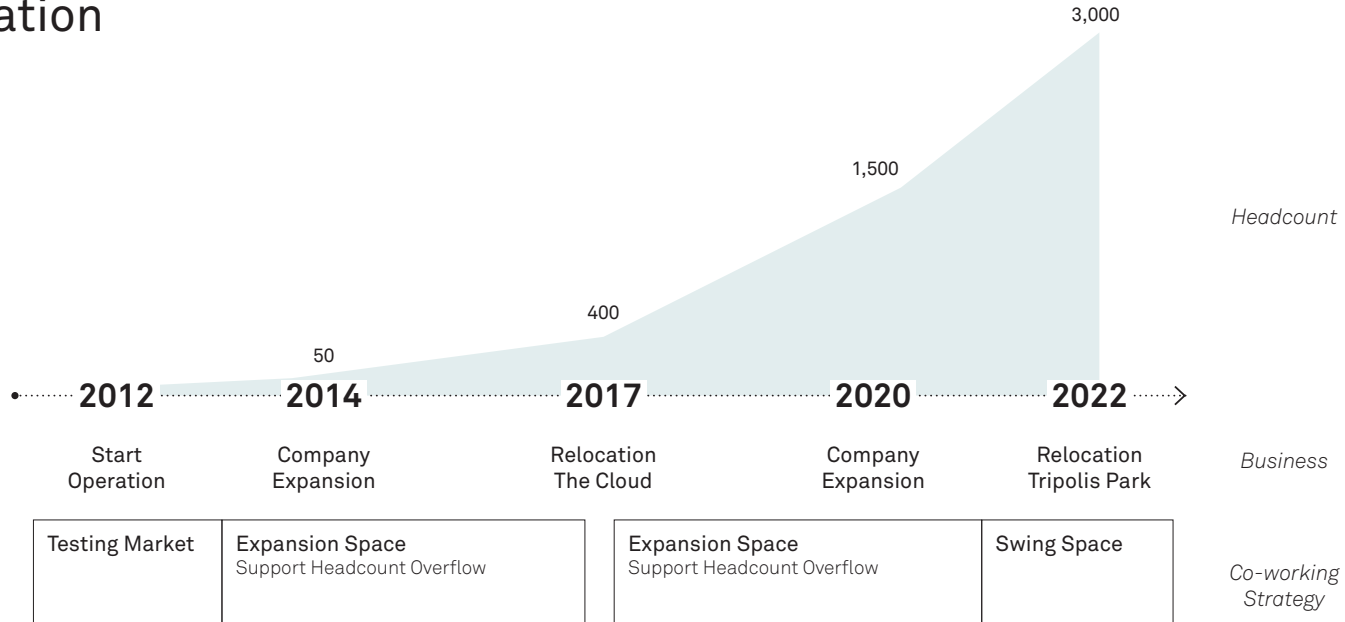
Co-working providers of varied scales

**3.**  
**Expert Study**  
**Interviews**

Co-working and workplace experts

## Case A

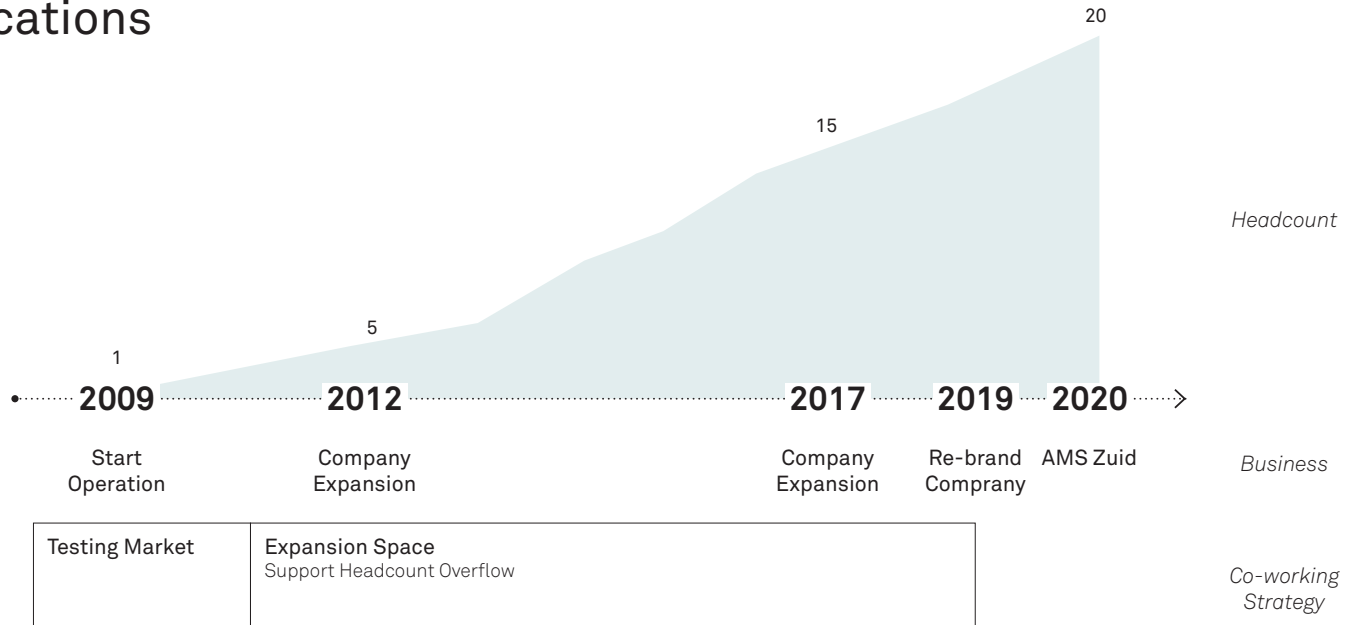
# Transportation Company



\*Temporary Projects / Staff

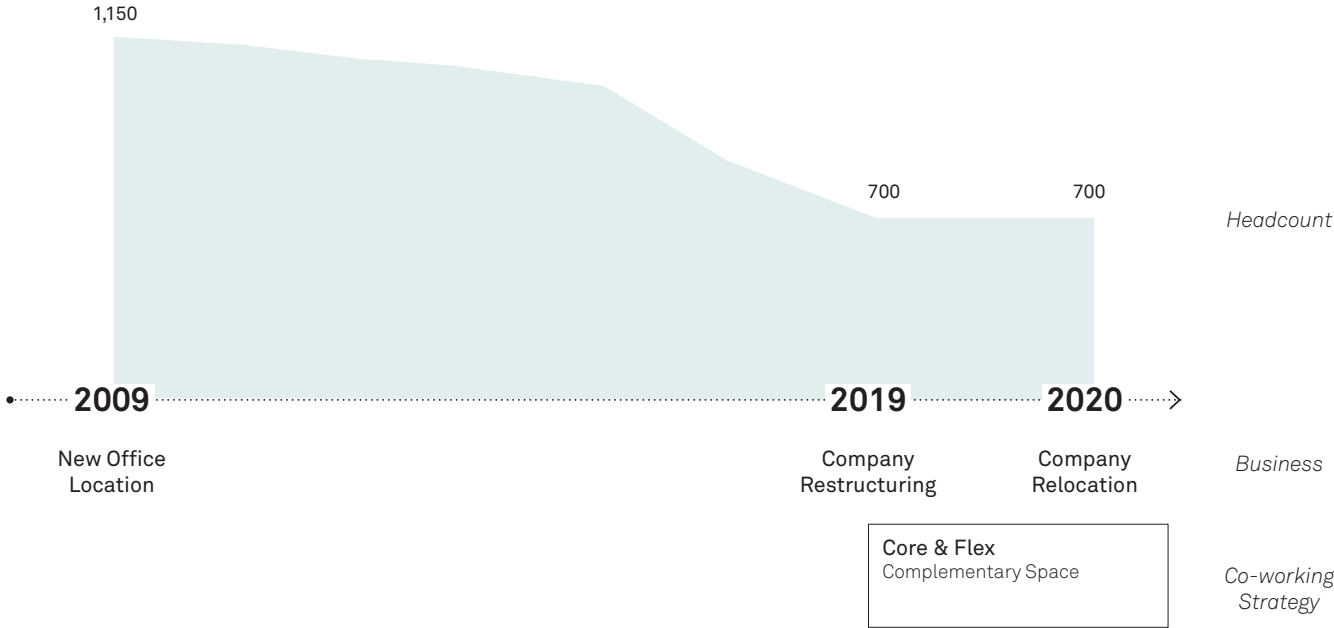
## Case B

# Communications Agency



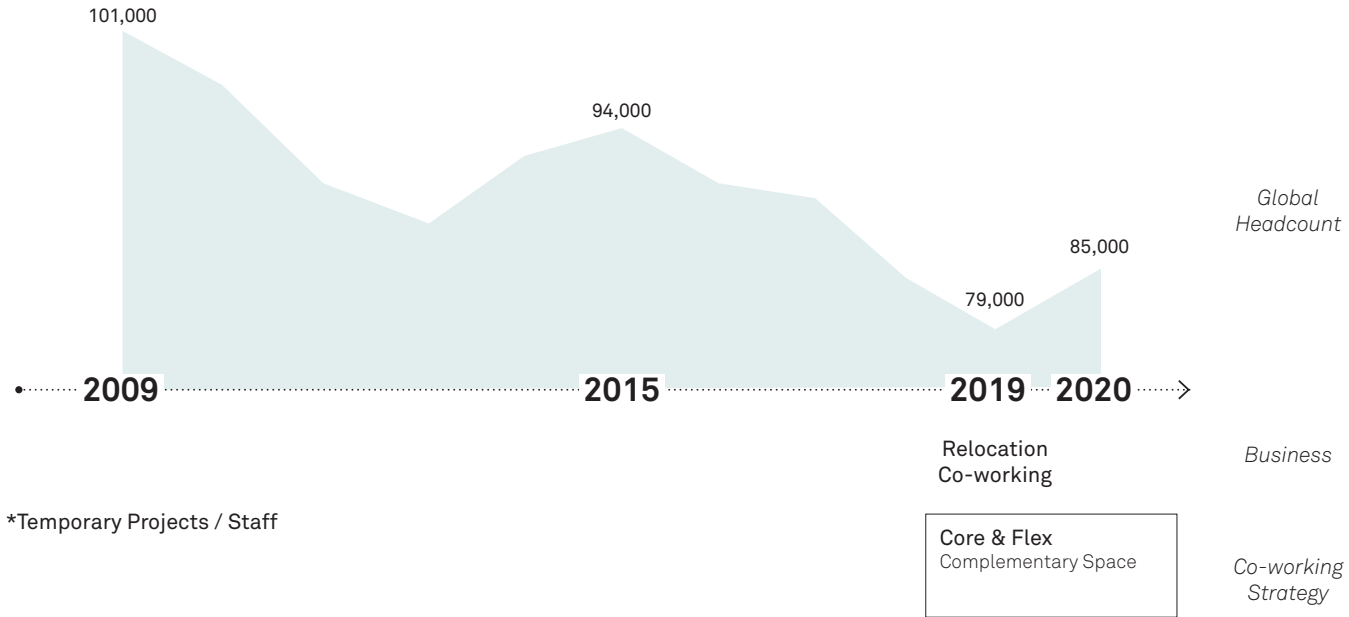
Case C

FMCG  
Company



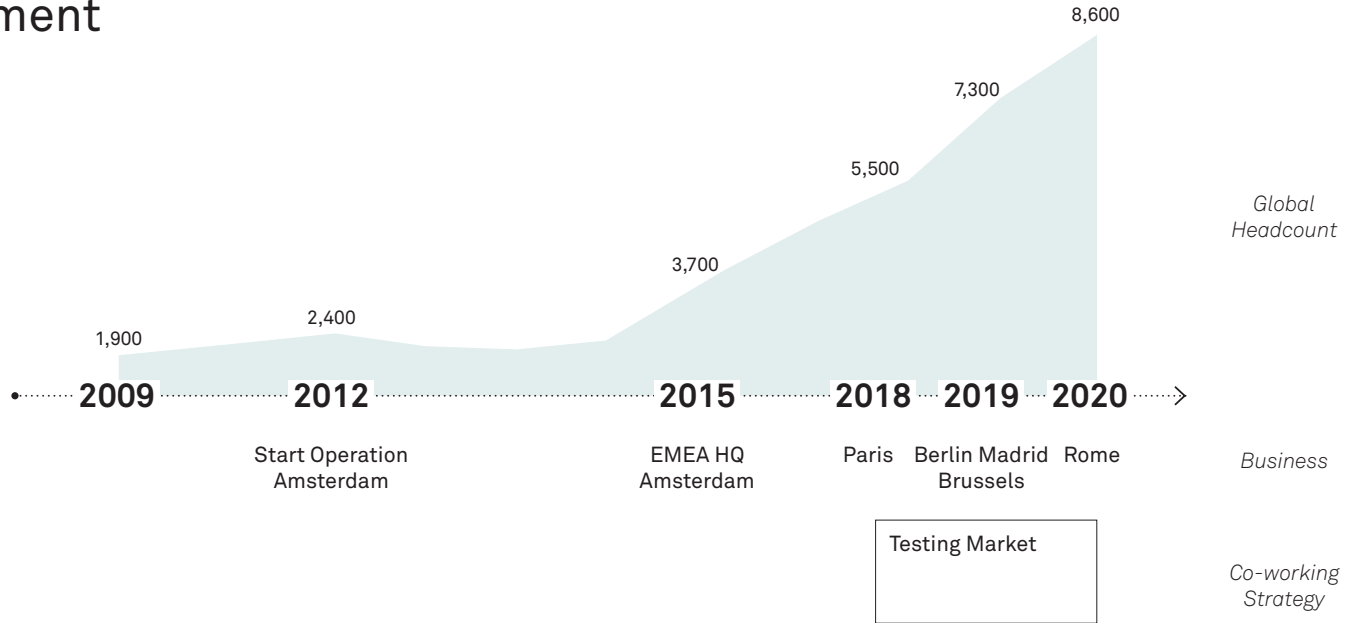
## Case D

# Energy Company



## Case E

# Entertainment Company





## Supply Study

**W**

International Provider  
7 Locations

**X**

Local Provider  
5 Locations

**Y**

International Provider  
+350 Locations

**Z**

Local Provider  
1 Location

## Expert Study

### **Wim Pullen**

Director  
CfPB—NL

### **Kay Sargent**

Director Workplace  
HOK—US

### **Jordy Kleemans**

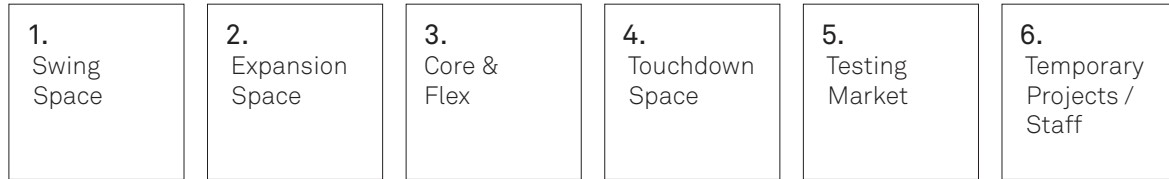
Head of Research  
Savills—NL

**06**

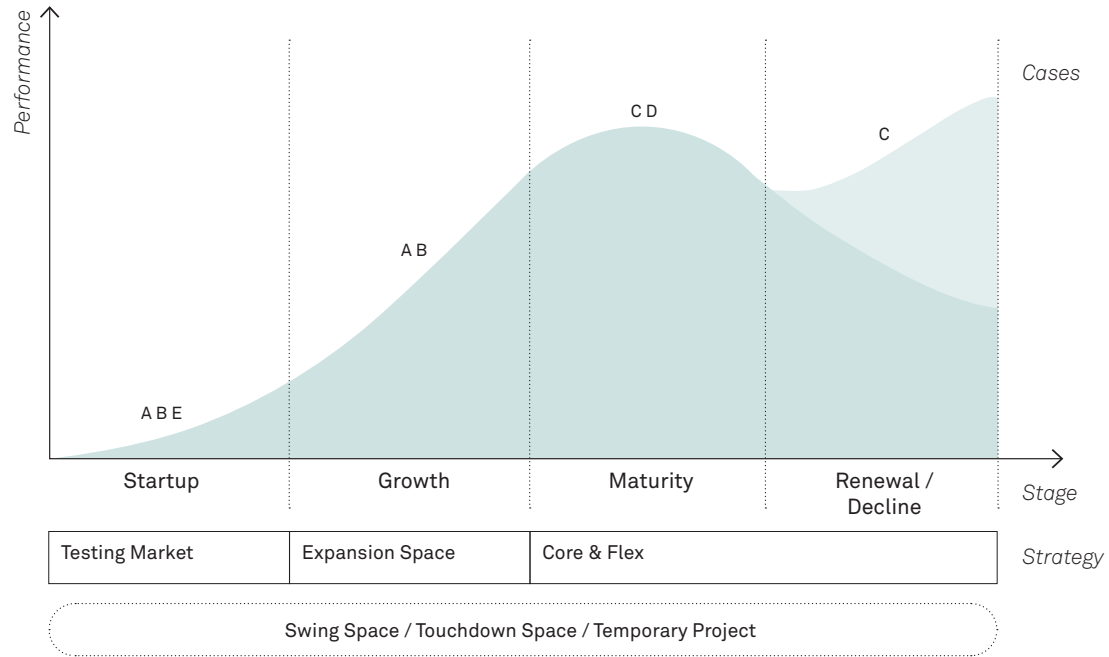
# **Findings**

## Co-working Approach

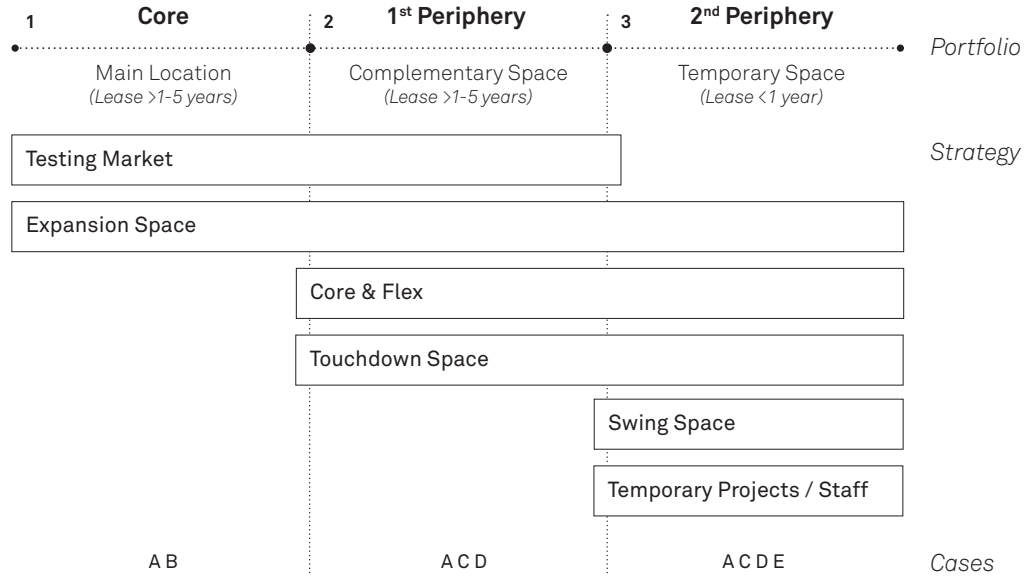
# 1. Co-working Approach



# 1. Co-working Approach



# 1. Co-working Approach



*“We say for corporations for satellite work, for emergency preparedness, for high risk areas, and for back of the house temporary solutions, those are really kind of the primary reasons why you would want co-working to be part of your portfolio.”*

*Expert 2 Kay Sargent*



## Sources of Flexibility

**Flexibility in Co-working**

Physical

Functional

Financial

## Flexibility in Co-working

### Physical

Space Configuration  
Building Location

### Functional

Type of Activities  
Intensity of Use

### Financial

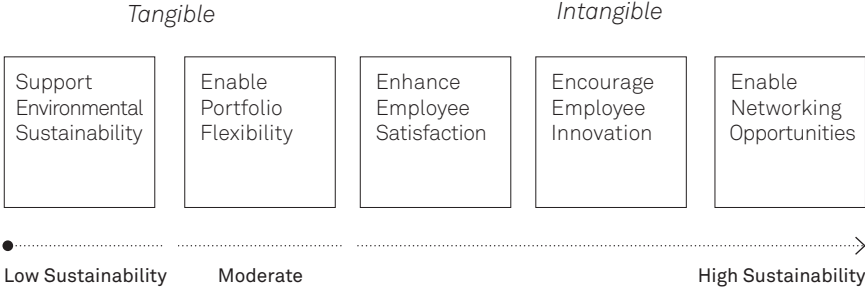
Lease Length  
Diversification

*“Flexibility is very important, the organization is in a constant state of transformation and the business find it very hard to project beyond just the next three years, what the headcount will look like, or what the needs of the organization and employees will be. The nice thing is that co-working gives us this flexibility in the future.”*

*Interviewee C*

# Co-working and Performance

# 2. Competitive Advantage



# Challenges

### 3. Challenges

Technical

Providers—Supply

Management

Organizations—Demand



### 3. Challenges

## Technical

Providers—Supply

1. High Occupation Costs
2. Security & Privacy
3. Quality of Space
4. Limited Supply Capacity

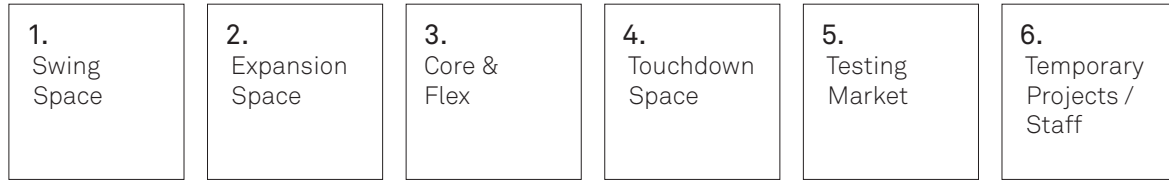
### 3. Challenges

1. Company Culture  
& Image
2. Employee  
Mindset
3. Mismatch  
Employee Profile
4. Management  
Style

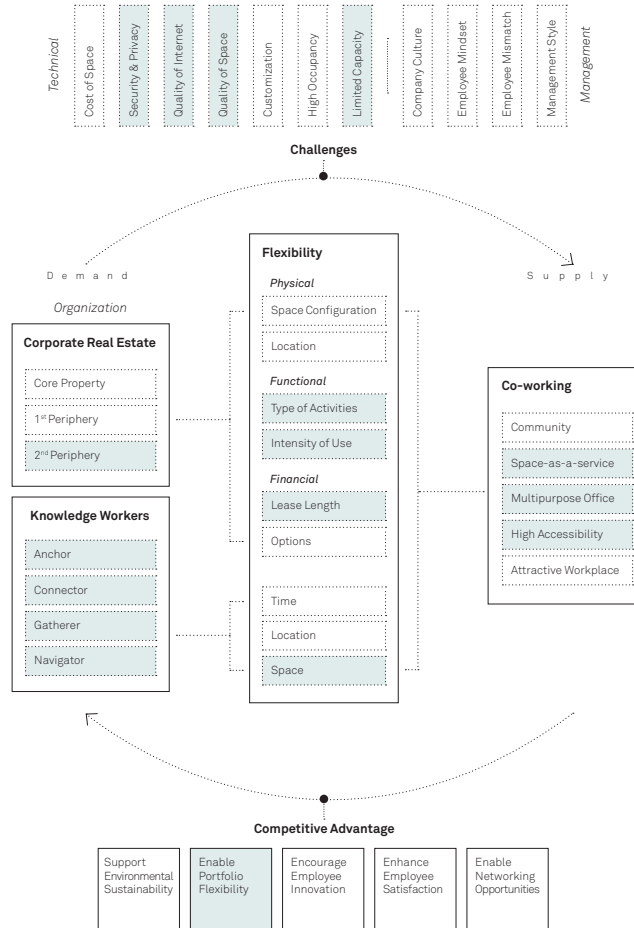
## Management

Organizations—Demand

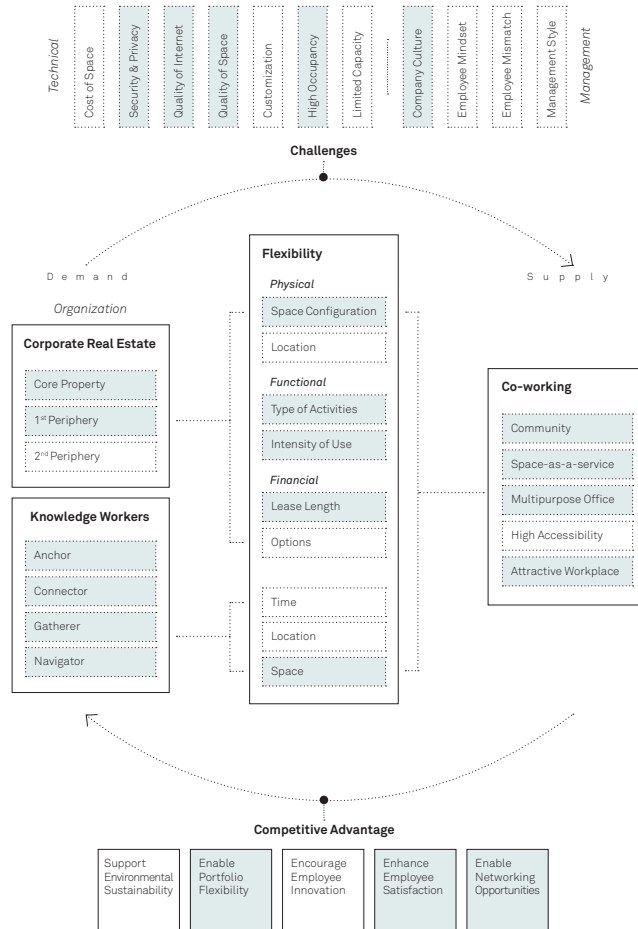
## Strategies in Relation to Main Concepts



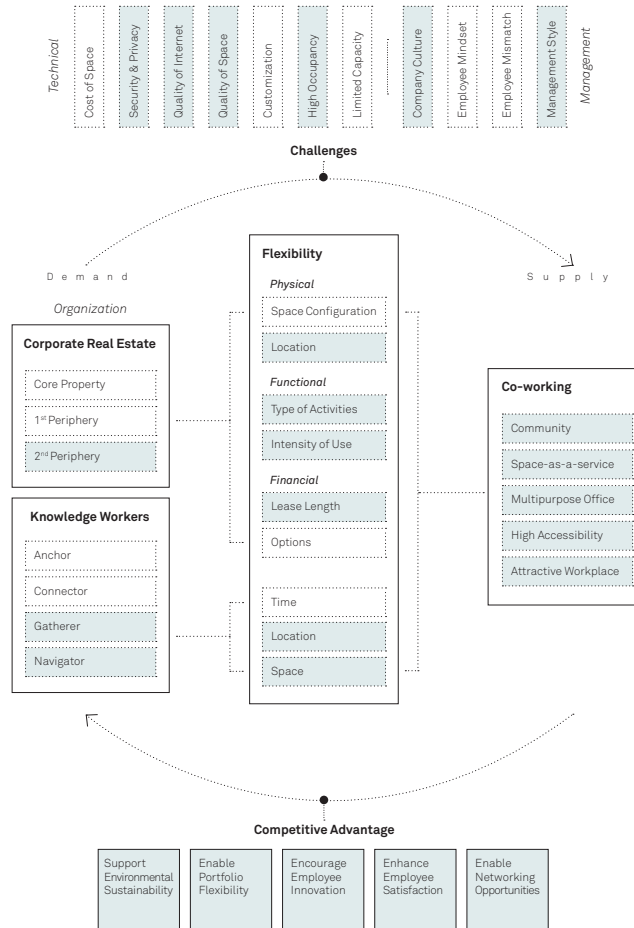
# Swing Space



# Testing Market



# Touchdown Space



# 07

## Conclusion



**In the highly uncertain  
conditions of today,  
organizations must become fluid  
and dynamic entities to evolve  
and respond to the dynamic  
environment**

*MQ.*

**“How can co-working as a real estate strategy contribute to the performance of a corporation while meeting the flexibility demands of the organization and the employees?”**

**Six different alternatives to implement co-working as an accommodation strategy across the property portfolio, in relation to the requirements of the organization**

?