Delivering a successful workplace strategy

A compilation of best practices and research on managing workplace change
Introduction

Is your workplace supporting worker productivity?
Are you optimizing your space for efficiency and effectiveness?
Is your portfolio flexible enough to accommodate changing business needs?

The way business is conducted continues to change. Economic uncertainty, increasing M&A activity and changing labor demographics are among the many challenges for organizations. Resilience in changing times is required and business agility provides significant competitive advantage.

Jones Lang LaSalle, with experience in developing and delivering innovative workplace solutions, has pioneered forward-looking research initiatives around workplace strategies that can play a significant role in helping companies meet short and long-term objectives and, more importantly, rapidly address changing market conditions and priorities.

The collection of research pieces we are presenting here is a ‘best of’ from our Workplace Strategy teams around the world. Some of these publications are recent, others are a few years old, all are still very relevant to today’s business climate and fully applicable to companies operating in our region.

I trust that this sample of our deep-rooted thought leadership will help you in your endeavors to attract and enable today’s agile workforce, optimize your real estate assets, improve the productivity and sustainability of your workplace, reduce real estate costs and avoid the most common pitfalls of workplace change programs.

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Attracting and Inspiring the Next Generation of Talent

Applying Maslow’s hierarchy to drive productivity in the workplace

As businesses continue to globalize their operating footprints, a new generation of employee is entering the workforce, with different work styles and expectations.

Technology is advancing so rapidly that it is difficult to keep up—let alone anticipate what’s next. With the tremendous influx of technology solutions, coupled with the pressures to dramatically reduce costs, support employee work-life balance and increase sustainability, it is tempting to ponder the extinction of traditional office space altogether.

At the same time, a war for talent is brewing. Despite high unemployment rates in many developed countries and workforce surpluses in developing countries, the talent risk is big—and growing—for a number of reasons. These reasons include the aging populations in mature countries, uneven skill levels in emerging markets and an increasing demand for workers who have the rare combination of both technical and knowledge skills.

In Asia Pacific, many companies face specific risks due to the rapid rate of growth in the region and the increased competition for talent accompanying the expansion of Asian companies outside their home markets.

As CRE teams embrace next-generation workplace models, it is imperative to deeply understand the new workplace milieu and its impact on how employees work in order to provide what they need to thrive—from supporting basic needs, to enabling productivity, creativity and innovation.

The pyramid approach

A pyramid of human motivational needs, developed by psychologist Abraham Maslow, has long been used by organizations to understand what motivates individuals (Fig. 1). Maslow’s pyramid has been used by global corporations to evaluate the needs, values, drivers and priorities of people from different countries in communicating business goals and strategies across cultures. How can Maslow’s pyramid be applied to CRE to better meet the diverse and evolving needs of today’s—and tomorrow’s—workforce?

The pyramid and the workplace

Applied to the workplace, Maslow’s four-level pyramid can be adapted from bottom to top to describe needs such as the following:

- **Physiological**: Physical comfort, including adequate ergonomics, temperature and air conditioning, lighting (including natural light), air quality, drinking water, restrooms and amenities
- **Safety**: Safe, healthy working conditions, including protected travel to and from work and security of data and other critical corporate properties
- **Attraction/Belonging**: An engaging corporate culture, collaboration among diverse individuals and being a part of a desirable team
- **Self-actualization/Esteem**: Feeling of pride as a result of making contributions that are innovative and creative as well as solving important problems

![Figure 1: Maslow’s Pyramid Approach](source: A Theory of Human Motivation, Abraham Maslow, 1943)
Workplace strategy back on the agenda

Today, CRE executives can no longer be complacent about the need to provide a workplace that contributes to the firm’s ability to attract, retain and enable a productive workforce. This shift is reflected in the responses to Jones Lang LaSalle’s Global CRE Survey 2011. The global financial crisis resulted in the cancellation or postponement of a large proportion of workplace strategy projects, due to economic uncertainty and capital expenditure constraints. Two years later, workplace mobility was the number one initiative back on the agenda, according to respondents.

Figure 2: Stages of Workplace Mobility Programs in Asia Pacific in 2010

Traditional CRE has focused on the bottom two levels of this workplace hierarchy within brick-and-mortar corporate-controlled facilities. In order to make the workforce thrive, CRE should address the upper levels of the hierarchy, including the following:

1. Provide the right environment and tools to create the most productive workplace possible.
2. Be an anthropologist and dig deep to truly understand the voice of the worker and the variations across different groups.
3. Realize the significant influence of location on workplace, and vice versa.
4. Invest thoughtfully in your workers, moving the criteria from what best suits the job function to what best enhances their productivity.
5. Engage with your senior leadership; the success of workplace programs depends on the ability of the C-suite to drive these concepts through the organization.

Conclusion

In a knowledge economy, where productivity is driven by the workforce, companies need to be both talented and enabled. CRE is in a position to address both imperatives as workplace strategies reinforce the stickiness of talent to the firm by contributing to an attractive brand image, and enable the workforce to become more productive by providing an optimized environment.

For more on how CRE can contribute to a thriving workforce, download an unabridged copy of the original report, Attracting and Inspiring the Knowledge Worker: Applying Maslow’s hierarchy to drive productivity in the workplace, at www.us.am.joneslanglasalle.com/UnitedStates/EN-US/Pages/ResearchDetails.aspx?ItemID=5134
Myth Busting: Four Truths about Workplace Strategy

In an environment with intense pressure to reduce costs and do more with less, workplace programs are often dismissed largely due to misconceptions.

Is it possible to launch a workplace strategy with little capital investment? How fast can you get results? Is now the right time to launch or expand a program?

This paper busts four of the most common myths associated with workplace programs.

1. **Immediate impact is possible**

   Probably the most common myth is that workplace programs take a significant amount of time before they deliver financial results. While it is true that complex and enterprise-wide programs take longer to implement, scaled programs can absolutely deliver returns in the short term. In fact, 18–24 month payback periods are not unusual.

   While every company and program is different, a fast-track, scaled program can take as little as six months from conception to roll-out. The key is to implement a program that lays the building blocks for a long-term workplace strategy and sets the stage for exponential results.

   What is the best way to ensure immediate impact? Identify easy wins. Run pilot programs in groups such as IT or sales teams that likely have elements of mobility already in place. By working out the kinks on a small scale, you will mitigate future large-scale roll-out risks.

   For example, in order to increase productivity and reduce under-utilized square footage, a client worked with their CRE team to design a supportive environment for employees and clients. The result was a Field Resource Center which provides optimal spaces that are now more efficient, productive, collaborative, cost-effective and inviting to their clients. The client was able to reduce its footprint in each office by 33%, and re-invest the savings into the core business and technology enhancements.

2. **Low-cost options do exist**

   Another common misconception is that implementing a workplace program requires significant capital investment. Implement your program with your mobile workplace first to avoid large infrastructure costs. For example, a client recognized their sales force was frequently working outside the office. A multi-faceted project team, including HR, IT and Finance, developed a comprehensive program to more effectively support how the sales force was currently working as mobile workers. As part of the program, they created a ‘mobility toolkit’, which provided the technology resources...
needed to work virtually on a regular basis. The real estate and technology investment was minimal. After implementing the program throughout the sales organization countrywide, they reduced occupancy costs by USD 11.5 million annually. Participants in the program also reported higher levels of employee satisfaction due to improved support and enablement.

3. Workplace programs are more than flex time policies

Many people think that a flexible work arrangement—many times managed by HR—qualifies as a workplace program. While flexible work arrangements can play a role, they are never the foundation or sole component of a sound program. For example, a client created a HR policy allowing and encouraging flexible work options but did nothing to align the space strategy with the HR strategy. Flex time workers continued to ‘control’ their office space and get modest reimbursement for their home office, costing the company more money. In other situations where individuals have volunteered to release their corporate space, vacancy or under-utilized space was scattered throughout the portfolio with no means of releasing the space (i.e., it was still controlled by the individuals and when not utilized, resulting in a Swiss cheese vacancy issue).

An effective workplace strategy is always grounded on a solid value proposition that links to business objectives and addresses key priorities regarding human capital, productivity, financial and asset management. None of these should be managed individually, but instead there should be an integrated solution. Key components of any program should include a business assessment, cultural readiness evaluation, risk appraisal, change management strategy and metrics dashboard.

4. Programs are never really ‘finished’

It is a mistake to approach workplace programs as projects with specific start and end dates. Like all good business strategies, workplace strategies evolve constantly and require monitoring and ongoing refinement.

Be prepared to continually grow your program by changing with your evolving workforce and emerging technology. Expect and plan to monitor work styles and performance metrics so you can develop action plans and proactively engage the business in strategic conversations.

As the business changes, so should the workplace strategy.

Key steps to an effective workplace program:

- **Assess the business** – Determine if your program aligns with the overarching business strategy and with CRE objectives. Craft a business case but did nothing to align the space strategy with the HR strategy. Flex time workers continued to ‘control’ their office space and get modest reimbursement for their home office, costing the company more money. In other situations where individuals have volunteered to release their corporate space, vacancy or under-utilized space was scattered throughout the portfolio with no means of releasing the space (i.e., it was still controlled by the individuals and when not utilized, resulting in a Swiss cheese vacancy issue).

- **Evaluate your company culture** – Understand your human capital through surveys and focus groups. Understand how change will affect your company culture by setting program standards that can be customized by region.

- **Appraise the risk** – Partner with groups like HR and IT to understand and manage the risks associated with implementing your plan.

- **Develop a change management strategy** – Proactively manage change by shaping the vision and building awareness around your program. Create toolkits, communication plans and implementation roadmaps.

- **Establish a metrics dashboard** – Develop a scorecard that tracks progress against goals that align with the business case. Share results with key stakeholders.
Why Good Workplace Programs Fail

In response to economic uncertainty, layoffs and mounting cost pressures, more and more companies are introducing and expanding workplace programs. Unfortunately, not all programs succeed. If you are currently evaluating your workplace strategy, make sure you understand the key factors for success.

This paper outlines the top five reasons why workplace programs fail and explains how to design a program that delivers measurable results.

1. Focus is only on CRE cost savings or space design

While cost savings can be a key driver, in reality, your workplace can and should drive a host of corporate objectives. With an effective strategy, you can ready your organization for economic volatility, improve productivity, attract and retain talent, support sustainability, mitigate risk and reinforce branding strategies. Partner with IT and HR to ensure an integrated solution and alignment with corporate strategy.

That said, the vast majority of programs will make significant contributions to CRE cost savings or avoidance. However, it is critical that you think beyond CRE savings and develop financial targets and strategic goals that are meaningful to the business. It is critical to include specific metrics related to enhancing company performance.

A workplace strategy needs support from the highest levels in your organization. To secure it, you will need to build a business case with a ROI that is in terms the business can understand. But don’t stop there. Monitor your progress against the stated goals so that you can build credibility and commitment as well as refine your program.

Approaching a workplace program as merely a CRE cost savings initiative can prove disastrous in the long-run. A global technology firm learned this lesson when it launched a work-at-home program. While occupancy costs decreased, so did productivity and employee engagement. This company should have linked its program to corporate goals—not just CRE savings—and trained its employees in new ways of working.

Similarly, workplace programs may fail when the focus is exclusively on workplace design. In some cases, the design can fail to deliver on the project objectives. It is imperative that aesthetics and design trends be prioritized over the enablement of work and the business.

The only way to realize needle-moving, bottom-line results is to develop a strategy that has a solid value proposition that links to business priorities.
2. Failure to re-think CRE service delivery and processes

Workplace programs inherently transform the CRE function into a business enabler. Service delivery models, processes and planning protocols will need to change to reflect this strategic positioning. The skill sets of your team may need to change as you seek to engage the business in conversations about their needs and goals. For example, financial acumen will become very important.

It is important not to overlook the execution of the program. The quality of the execution is a key variable in long-term success. The delivery team cannot view the program as ‘just another fit-out’. Remember to apply change management principles (discussed below) as you manage your project delivery teams.

Organize the key functions within CRE, IT and HR, and make them part of the solution. Ensure everyone understands the strategy, why it is being pursued and acknowledge the significance of the change involved. By aligning facilities, occupancy planning and project management teams, you can ensure the right delivery model. This is especially true for global programs.

3. Poor change management

The introduction of a workplace program acknowledges a fundamental shift in how work gets done—it represents a business transformation. But even the most brilliant workplace strategy will fail if you don’t proactively manage this transformation at both the organizational and individual levels.

You should develop and include a change management component as part of your strategy. It is important to assess the readiness for change in the organization and focus on areas that are barriers to an effective workplace. While communications are critical, do not forget broad employee participation, development of aligned policies and protocols, training and building change capability.

4. Program meets global—but not local—needs

Your strategy will be as unique as your company. A one-size-fits-all approach does not exist. Make sure you understand the work requirements, business goals and employee work processes. Surveys, focus groups, observations and interviews will help. You will then be in a position to develop a workplace that works for all stakeholders.

An effective workplace strategy must both align with the business and support the workers. This can be tricky when multiple worker-types and global operations are involved. However, it is critical that your strategy reflect specific work styles and cultural differences.

When exporting your program from one region of the world to another, ensure the flexibility to tailor the program according to local needs.

A change management plan will serve you well when rolling out a global program. A global software company designed a program for a US labor force, but failed to consider the differences between regions when expanding the program globally. Business unit leaders outside the US were not engaged and program standards did not meet local needs.

In essence, manage and measure the program at a global level, but implement at the local level.

5. Thinking you’re finished

It is important to recognize that your program is never really complete. Just as work behaviors and technology change, so, too, will your workplace strategy. Be sure to monitor work styles regularly and monitor your performance metrics so that you can develop action plans and proactively engage the business in strategic conversations.

You must actively manage your program and refine it constantly.
How to Prepare for Workplace Change

Too often, companies focus on workplace solutions as a real estate initiative to cut costs and often lose the ability to support rapid change in the business. A carefully formulated, well-managed change management program is a key factor in the success of your workplace initiatives. It increases the speed of change, facilitates buy-in and minimizes disruptions. Most importantly, it positions your organization to drive additional strategic value and achieve greater productivity.

This paper outlines several considerations that should be part of a workplace change planning process to position CRE for long-term success.

1. **Share the benefits**

   You can set the stage for change by verbalizing surface dissatisfaction with the current situation and increasing awareness of the latest business drivers for workplace change and sharing other companies' achievements. For example, a study showed that individual work accounts for only 30% of the work day and will decrease to 20% by 2010. Yet, the proportion of individual versus collaborative workspace has not changed substantially to support the interdependent nature of work. Today, many companies are creating non dedicated workspaces in order to 'fund' an increased ratio of collaboration space to better support innovation.

2. **Build a business case**

   Use data to build a business case for change. Focus groups, surveys, interviews and observation studies help clarify current work styles and behavior patterns, and highlight the extent to which the current work environment does or does not support how employees need to work. Such research can raise awareness of the inefficiencies of the current working model, establish a baseline measure for performance improvement and encourage both leaders and employees to support the change.

3. **Gain buy-in**

   Actively engage business unit managers in the effort. Position them as leading rather than reacting to the change by linking your program to their business priorities, goals and strategies. Cultural transformation also involves understanding how the workplace change may impact existing business processes, methods, structure and practices. Demonstrating empathy toward this impact can help enlist management support for the broader workplace change.

4. **Offer training**

   People need support for dealing with the upcoming change.

   For example, managers may need assistance in how to manage remote workers; team members may need assistance with new technology for improved communication with colleagues who work in other locations. Whenever workers are asked to change their behavior, you should be ready to offer training to assist in the transition.
Five Steps for Managing Workplace Change

Change management is a key element in any workplace transformation, and organizations that proactively manage workplace change are better positioned to support rapid change often required from the business. By creating heightened awareness of the relationship between strategic business objectives and workplace change, CRE executives will improve employee buy-in, minimize workplace disruptions and more importantly, accelerate the rate of change in the organization.

This paper outlines the five crucial steps for planning and managing workplace change initiatives.

1. Create shared need

Your first step in the change management process includes identifying potential change scenarios, assessing the capacity and readiness of the organization for that change and developing a business case. A strong business case can help you communicate the need for the change; surface dissatisfaction with the current situation. Establish teams to lead the effort, manage the project, mobilize business units and create the communication plan.

Sprint Nextel’s workplace mobility program

The Sprint Powered Workplace has two components: a dynamic campus model and a work anywhere model. Company surveys reveal that work anywhere employees are 18% more productive and 86% are satisfied with the program.

Sprint Nextel has successfully reduced its portfolio from 180 sites (3 million sq ft) to 120 sites (1 million sq ft). Through reinvestment in tools and training, the company is realizing USD 100 million in net savings through 2009 and USD 60 million in annual savings thereafter.

The company uses a quarterly balanced scorecard to report outcomes by financials, process, customer satisfaction and learning and growth.

2. Shape a vision

Identify leaders at every level of the organization and invite them to participate in the design and change process. That way, employees are involved in developing solutions that best support your business objectives, leading to higher worker engagement and adoption of the change.

3. Mobilize commitment

Data collected on current work styles can be compared to benchmark industry standards to further drive the need for change. You can model various scenarios and choose the solution that best fits your goals. An effective method is to organize functional ‘blitz teams’ to implement decisions. This is the stage where the business units involved in the workplace change can ‘make it their own’; structuring solutions that will fully support the ways they need to work in the future, thereby mobilizing full support and enthusiasm for the pending changes.

At this point your communication team ramps up, creating messages in a variety of channels to drive the initiative. Input from user groups through focus sessions and surveys eliminates the perception of ‘top-down’ decision making. Everyone has a voice in the outcome.

4. Monitor progress

Measure results against your key diagnostics to assess progress toward major goals. Establishing a balanced scorecard of several metrics will ensure greater success. An integrated dashboard allows a quick view of the key strategic initiatives and performance against targets. Surveys and focus groups can help you measure qualitative targets such as employee satisfaction and improved recruitment and retention. You can assess bottom line results through utilization statistics and other financial data.

5. Make the change last

Ongoing performance management is the key to lasting change and ensuring that the change is integrated into your company culture. This is a crucial step. As employees adapt to new ways of working, their needs may change. Building in a method for evaluating your program with ongoing metrics will identify weak areas and minimize any downside to unanticipated new issues. Periodically revisit the initiative and realign it to business drivers.
A Workplace Strategy for all Generations

For the first time in history, four generations are working side-by-side in the workplace—Veterans, Boomers, Generation X and Millennials—each with distinct needs and work styles. The mix of work styles and habits has an impact on key business practices and strategies. While often perceived as challenges, generational differences offer CRE executives one of their greatest opportunities to add value.

This paper addresses four steps that have emerged as the foundation for a workplace strategy for the future: empowering employees through workplace, work habits and technology; understanding the attitudes and habits of different generations; a concrete implementation process and a vision for the future.

1. Understand workplace, work practices and technology needs

Workplaces that support generational diversity empower their employees through workspace, work practices and technology. Therefore, collaboration among IT, HR and CRE departments is essential. While each generation has entirely different attitudes toward their workplace, work habits and technology, all three areas must work in concert to create a successful multi-generational strategy. Here is an overview of how to approach each component:

- **Workplace:** The workplace is morphing into a collection of resources instead of a status hierarchy. Fewer closed offices, more flexible furnishings and collaboration spaces are becoming the norm. This requires offering choices to suit the needs and preferences of the different generations. Settings appropriate for mixed uses, such as drop-in areas, huddle rooms, team rooms, conference rooms and informal meeting areas, can satisfy multiple functions and diverse age groups. Also, consider third places as part of your workplace.

- **Work practices:** Each generation has different modes for getting work done, but unless they are clearly identified, misunderstandings can occur, impacting output and productivity. Work with business leadership and HR to develop and share protocols for collaboration, decision-making, meeting protocols, employee and manager accessibility, performance measurement and mentoring.

- **Technology:** Even technology preferences are generational. The younger generations prefer tools, such as instant messaging and mobile social networks, which offer more flexibility and mobility. Work with IT to define and provide technology tools and guidelines that identify tools appropriate for specific activities and environments.

2. Know your generations

The field of workplace inter-generational studies is a new frontier and not all answers are known. However, an understanding of the needs and wants of each generation will help you identify the elements that foster working together. Each age cohort has unique views, particularly in the areas of collaboration, the work environment, remote working and workplace design (Fig. 3).

Understand the generational mix at your workplace. Focus on work requirements, business goals and work processes of employees.

### Figure 3: Generation – Work environment and mobility characteristics

<table>
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<tr>
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<tbody>
<tr>
<td>Collaboration</td>
<td>Work individually on specific tasks</td>
<td>Work together in face-to-face meetings</td>
<td>Get work done in the quickest way possible</td>
<td>Get work completed via e-mail or voicemail</td>
</tr>
<tr>
<td>Work environment</td>
<td>Private office</td>
<td>Variety of meeting areas</td>
<td>Easy to access colleagues</td>
<td>Do I need to be in the office?</td>
</tr>
<tr>
<td>Remote working</td>
<td>How is that possible?</td>
<td>Occasionally, if necessary</td>
<td>Not really a big deal</td>
<td>The way of life</td>
</tr>
<tr>
<td>Workplace design</td>
<td>Mahogany furniture</td>
<td>Cubicles, conference rooms</td>
<td>Low cubicle walls</td>
<td>Freedom to roam</td>
</tr>
</tbody>
</table>

Source: Jones Lang LaSalle
Use surveys, focus groups and interviews. Capacity planning tools exist that incorporate qualitative and quantitative research assessments from a variety of sources—such as space utilization measurements, work style surveys and predefined benchmarks—into one analytical model that can be used in the development of a workplace plan.

3. Follow best practices

To develop a workplace that works, it is important to follow a disciplined process. Here we summarize the key steps to take to ensure you develop an integrated and strategic solution.

**Identify and communicate with key stakeholders:**
- Understand your corporate culture.
- Identify your business goals and strategies.
- Agree on desired processes and outcomes (i.e., to enhance revenue and decrease costs).
- Establish metrics.
- Create a long-term view.

**Research work styles and patterns:**
- Link generational demographics to mobility, technology/tool use, values, expectations and engagement.
- Conduct observation studies to identify generational collaboration patterns and process pain points.
- Conduct focus groups to validate findings and expand potential arrangements.

**Align the workplace strategy:**
- Develop a strategy that encompasses distributed work, inter-organizational collaboration, cross-cultural collaboration, project team leadership and technology for collaboration. Including these elements will ensure that the strategy meets all generations’ needs.
- Provide a range of work settings that support future business strategies and processes.
- Include a choice of settings that support a range of work activities and styles (enclosed and open places for concentration, team work, distant collaboration, etc.). This will promote agility for future change and accommodate needs of the evolving generational workforce.

**Evolve along with your generations:**
- Prepare for shifts—the majority generation today may not be the majority in the next ten, 20 or 30 years.
- Continue to seek input from each generation.
- Engage in ongoing strategy refinement.

4. Create a vision for the future

For a workplace design and strategy to be positioned well for the future, anticipate how the generational picture will look over time. Create a generation map of your organization and project its changes over the next five, ten, 15 years. With this knowledge, you can anticipate demographic shifts and design a workplace that stays current. A workplace that encourages knowledge transfer and mentoring will help ensure an employment pool that supports your business goals.

Today's workplace can no longer be defined by a 'one size fits all' solution. Organizations need to create a work environment where all the generations work successfully together. Workplace strategies reinforce an organization’s core values and foster change by embracing generational diversity and providing opportunity.
Three Workplaces for the Future

The boundaries of the modern workplace are blurring as more and more work becomes uncoupled from the traditional place. In fact, two-thirds of work now take place outside corporate offices. What does this mean for CRE leaders and their portfolios?

In this paper, Jones Lang LaSalle examines the connection between current trends and the future workplace. We outline three important types of workplaces on the horizon and provide advice on rethinking your strategy to support employees, regardless of when or how they work.

Major trends are driving changes in the workplace:

- **Distributed workforce** – Workers are increasingly mobile, yet employers are only beginning to deal with support issues.
- **Global urbanization** – People, especially knowledge workers, are clustering together for increased innovation and to be with like-minded people.
- **Multi-generational workforce** – Four generations are now in the workforce, each with differing needs and expectations.
- **Environmental sustainability** – Today’s workers are attracted to organizations that actively incorporate green initiatives and demonstrate social responsibility.
- **Web 2.0** – Increasingly, knowledge work is collaborative, not individual. This is enabled by technologies such as social networking, blogs and wikis.
- **Mandate for choice** – Workers are demanding flexibility in work arrangements and choice in work settings.

These trends are ushering in major changes in the way people work and the nature of the workplace. The workplace of the future will not be represented in just one place, but three.

1. **The virtual place**

Not all workplaces are physical places; some exist only digitally. Remote network access and collaboration software provide opportunities for people to work anywhere, anytime. Virtual work requires changes in several aspects of work practices and processes. We are only beginning to realize the opportunities that technology provides for promoting new ways of working.

According to IBM’s 2012 CEO survey, ‘Leading through connections’, 63% of CEOs say they rely on a collaboration to draw out the best in their workforces, just after ethics and values (65%) and before any other organizational attribute. ‘Collaborative’ is the trait that stands out as the most critical for employees’ future success (75%), ahead of all other soft
and hard skills. As organizations globalize and the boundaries between functions blur, organizations need more extensive, sophisticated methods of collaborating.

Even with collaboration tools available, employees are often not aware of these tools, unclear about their benefits, or unsure on how to use them. You can lead by acknowledging and supporting new technology adoption as part of an overall workplace strategy. One way is to use collaborative tools to share data through the web and facilitate distributed work. As they become commonplace, the fear of losing connectedness is diminished.

2. The third place

Third places, such as libraries, coffee houses, hotel lobbies, airport lounges—places available to the public—are centers where work happens today. They are functional places that provide greater flexibility and choice. Twenty million people worldwide are already using third places for part of their workweeks. And, according to researchers at The Future of Work, many individuals will be spending as much as 25–35% of their total work time in these locations.

New models are emerging for third places. Co-working centers—essentially office-sharing clubs—are springing up worldwide, populated by like-minded people who thirst for community. Co-working differs from rent-an-office business centers in a couple of ways: less expensive and more fellowship among users.

There are lessons from the co-working model that you can apply to the corporate office environment. While co-working offers traditional corporate functionality, such as conference rooms and desks (although unassigned), to meet basic office requirements, it tends to include significantly more public space. These public areas reflect the primary draw of co-working—providing community and networking opportunities. In addition, such places often have club-like or residential characteristics—comfortable, casual and friendly. Combined with a sense of energy and vitality, these places encourage personal interactions.

3. The experience place

Does this change to virtual and third places portend the ‘death of the office?’ Not at all. Face-to-face work is not going away. People come into the office to be with others, work with their teams and attend meetings.

The office is reinventing itself, morphing into the experience place. What will this new place look like? It will be more organic and less structured in response to the need for more flexibility and reduced hierarchy. It will serve four primary functions, which mirror the variety of spaces that employees need in their working life:

Space for collaboration. In traditional offices, space dedicated to individual work often accounts for 80–90% of the total area. Now, organizations are planning workplaces with increased share team spaces and space dedicated to individual work is decreasing up to 50% in some cases.

Space for socialization. We go into the office to see people, forge and maintain relationships. To accommodate this need, we foresee a continued expansion in work settings analogous to gathering places in the home—living room, den, kitchen table and backyard patio.

Space for concentrated work. People still need areas for heads-down work. We can learn from the university library model, where people occupy an open environment with protocols that maintain a quiet atmosphere.

Space for getting away. People need areas for rest and reflection. Spaces such as nap rooms, exercise areas and gardens can serve this function. Studies have shown that taking short breaks during the day can yield increased effectiveness.

Examining lessons from virtual, third and experience places indicates that choice and variety are key elements. Many employees have a need for several work settings in a typical day. When companies provide a range of spaces, they help workers to be more effective and make the office a destination.
Workplace Strategy in Latin America

As the world becomes increasingly global, and technology has made information accessible from anywhere at any time, many regions around the world have developed and embraced workplace strategies that fit their needs and culture. Latin America in particular has made progress in cost-effective technology infrastructure that supports employee connectivity outside the office. Telecommuting has become an accepted and successful practice for multinational companies, and these companies are beginning to implement this practice in Latin America.

Jones Lang LaSalle has outlined the following keys for success in implementing workplace initiatives in Latin America.

1. Add measurable value to the enterprise

While cost savings are often the primary driver, an organization’s workplace strategy can render benefits that support a variety of corporate objectives. An effective workplace strategy enables employees—increasing productivity and improving attraction, retention and satisfaction. It can also reinforce a company’s brand and support environmental sustainability initiatives. At its best, a workplace strategy can prepare an organization for economic volatility and help mitigate risk. In turn, when building the business case, think beyond traditional cost savings drivers and develop goals and metrics that are aligned with broader business objectives. Once these goals are established, create well-defined metrics that are easy to track so you can easily and effectively report progress and communicate success over time.

2. Build in flexibility to adapt to cultural variances

Modify your workplace strategy to align with cultural and regional differences. A one-size-fits-all approach won’t work and your strategies must reflect and support the geography’s work requirements, business goals and employee work processes. When developing your overarching workplace program, it is essential to build in flexibility and customization opportunities to provide for varying rates of adoption, workplace factors and technology requirements. Currently, Brazil and Mexico seem to be ahead of the adoption curve, and in turn, companies are finding less resistance to workplace change in these countries.

3. Develop and deploy a robust change management program to accelerate adoption

A carefully formulated, well-managed change management program can play a major role in the success of your workplace program. It increases the speed of change, facilitates buy-in and minimizes disruptions. An effective change management program can reduce delivery time by at least two months. Most importantly, it positions the organization to drive additional strategic value and achieve its objectives. A holistic change management program applies the following steps:

- Engages relevant stakeholders to create a shared need
- Shapes the vision based on the needs and objectives of the business
- Mobilizes commitment and initiates action among employees
- Makes change last through on-going communication

4. Establish a sense of community

Providing employees with social networks and the ability to connect with each other is critical. Even the most mobile employees need a sense of place and belonging. The office is where most socializing and collaboration takes place, so it is critical to create an office environment that fosters relationship development, trust, networking and a sense of community. To enable connections between virtual and distributed teams, organizations should also offer collaboration tools and train employees on how to use them. As employees become familiar with using technology to collaborate with their colleagues, the fear of losing connectedness reduces.

5. Prepare for the road ahead

As rapid change becomes the new normal, organizations will continually evolve to keep up. As a result, workplace initiatives will need to evolve as well. Changes in work practices and technology will require on-going ‘upgrades’ to workplace programs. As employees adapt to and come to expect the new ways of working, you should aspire to support individual employee’s performance goals and job satisfaction, in addition to broader enterprise-wide objectives. In turn, organizations will need to develop an on-going evaluation of their workplace and periodically revisit objectives and methodologies to ensure they are still relevant—and to continually move the needle.
Procter & Gamble, Panama

The challenge
Procter & Gamble (P&G) selected Panama as its regional hub for Latin American operations. As a result, many employees from Guatemala, Venezuela and Chile would be relocated to Panama. To accommodate growth in the current facility and maintain employee satisfaction, the organization needed to introduce more flexibility in current work patterns, while at the same time introducing visible upgrades to the work and collaboration spaces. Leadership looked to P&G’s Agile Office team to develop a pilot solution that would serve as a roadmap for the roll-out of Agile Office at other P&G sites in the Latin America region.

The solution
The Agile Office team partnered with the Regional P&G Agile Office liaison and the local project team to develop a holistic solution. A thorough assessment of employees and the organization was performed to lend direction. Leadership discussed work patterns and space concepts. Next, a multifunctional team designed a workspace that created team 'neighborhoods', instead of traditional individual offices. The neighborhoods were designed to accommodate various team sizes and anticipated growth. Various work areas were added and the overall flow of the space was improved.

In addition to physical renovations, the local organization worked to build team workplace principles and etiquette to ensure success for the new environment. Latin America has a flexible, entrepreneur-like culture, making it a natural candidate for this new way of working.

The results
Agile Office was successfully implemented in the Beauty and Grooming space. This open office environment has the optimal mix of people (culture), space and technology that maximizes collaboration and work/personal life effectiveness.

The Panama site leads design innovation in Latin America by offering various space types for different types of work. Examples include a lounge for informal meetings, a happening place specially designed to foster creativity, two quiet rooms for thinking, six collaboration tables for maximizing impromptu interactions and 266 open space workstations that accommodate a population of 293 for an occupancy rate of 110%. Amenities at the site were also enhanced with a unique break area to create strategic disengagement and reinforce P&G’s wellness programs.

Finally, the first wireless IPT system at a P&G site in Latin America was implemented, which increased mobility and supported cultural change.

Key learnings
1. Culture is king. Involve organizations/HR early in the process and ideally make it ‘their’ project.
2. One-size-does not fit all. The ‘natural’ behavior of in-scope organizations must determine the appropriate occupancy rate, elements to be introduced, etc.
3. Technology is critical. People must be re-trained to leverage existing technology; new technology is often needed.
4. The right message needs to be delivered, consistently. The commercialization effort must ensure that people consistently hear the right message.
5. Establish an insider as team leader. A fully dedicated Regional Agile Office program leader (sitting in Panama) was named for Latin America. This person was well-known, trusted, had strong relationships with leadership, understood Agile Office and had excellent communication skills.
Cloud Computing and its Impact on CRE

Many private and public organizations are shifting away from a traditional data center model and moving into the clouds. Cloud computing is helping companies improve IT capabilities while driving down costs and energy consumption. With its many benefits, cloud computing is expected to soon become the norm, not the exception, in the way organizations handle information flow. This fundamental shift in computing will transform data center structure and management. In turn, this shift will impact CRE by reducing demand for space and driving workplace change.

The present: Soaring data center costs

Data center costs are soaring, increasing an average 20% a year¹. Building a typical data center five years ago cost about USD 150 million, and now costs several times that amount. In addition, the demand for computing continues to multiply exponentially. Eighty seven billion emails are sent daily around the globe, and the digital universe doubles every 18 months. It’s clear that the traditional model of individual companies building more and larger data centers to accommodate demand is not only increasingly expensive, it just isn’t sustainable.

While cloud computing doesn’t eliminate the need for data centers overall, it does offer benefits similar to those provided by outsourcing in other arenas such as increased efficiency, scalability and ultimately lower costs.

Computing in the cloud

The concept is nothing new; virtually everyone has used cloud computing in ‘public’ forms such as Google, Amazon and Expedia. Quite simply, cloud computing is tapping information and processing resources stored somewhere else—the ‘cloud’—using the Internet.

Most cloud services are scalable, enabling a pay-as-you-go system for users. This means that users with a sudden need for greater capacity can simply increase the level of their cloud service instead of investing in more hardware and software and expanding in-house data centers.

Like personal computers in the 1980s or the Internet ten years ago, cloud computing is poised to explode in growth in the decade ahead. Its impact is evident already. While the global market for technology services is expected to shrink 3.8% this year, the market for cloud products and services is expected to more than triple, from USD 46.4 billion in 2009 to USD 150.1 billion in 2013².

Revolutionizing the workplace

Globalization, increased focus on collaboration, sustainability and rapidly changing labor demographics, have driven a dramatic shift in how, where and when people work. Work is no longer a ‘place’, but an ‘activity’. As already noted, the cloud can provide access anywhere, anytime, accelerating this already established trend toward working outside traditional offices. The workplace of the future will enable employee to reduce, or even eliminate, their commute, connect with global clients at inconvenient hours from locations that are convenient and collaborate with their colleagues through shared electronic workspaces.

Along with technological, cost and productivity benefits, the workplace change driven by cloud computing will be a major factor in attracting and retaining members of the 14–28 year old Millennial generation entering the workplace. These young people will replace retiring Baby Boomers to comprise half the global workforce by 2020. Millennials prefer flexible workplaces and flat hierarchies, which increases demand for workplace solutions that support greater mobility. Millennials expect top performance from IT, and will gravitate toward organizations that supply it. According to Accenture, 54% of 18–27 year olds feel that leading edge technology is a key consideration in selecting an employer, yet 20% of this group feel that their companies’ technology does not meet their expectations³.

Cloud computing will help companies appease the younger generation and accelerate change by increasing on-demand access to work related data and information and supporting the new wave of collaboration tools, including social networks, video conferencing and shared electronic workspaces. In turn, cloud computing will become a crucial component in the workplace of the future and ultimately in supporting work in itself.

¹ Jones Lang LaSalle Research, McKinsey & Company, Campos Research and analysis, Cisco Systems
² Gartner Group market research, reported in Business Week
³ Accenture, ‘Information 2015: Reforming the Paradigm’
A bounty of benefits

According to a recent study commissioned by Avanade, 93% of executive respondents indicated that their experience with cloud computing (specifically SaaS) has been successful.

In virtually every case, organizational users have achieved major savings and increased utility and flexibility by outsourcing to clouds.

In addition to IT savings on hardware, software and in-house support personnel, CRE can realize cost benefits in several ways. With cloud models, data center space and energy requirements, especially for mission-critical services such as additional cooling and backup power, should shrink dramatically. Another factor—the ability to access cloud services from anywhere—will further enable employee mobility and strengthen the telecommuting strategies already in place at many organizations. Clearly, by enhancing these mobility programs, cloud computing can help shrink a company’s occupancy footprint and therefore reduce associated costs.

What type of cloud should my organization employ?

Varieties of cloud computing range from public services that anyone can access to private clouds that offer customized applications, increased security and reliability to users.

They include:

a. **SaaS (Software as a Service)**: An application delivered over the Internet. The vendor hosts the software on its own servers and sells a license to the user. This eliminates the need for organizations to run applications on their own computers, reducing expense and simplifying maintenance and support.

b. **PaaS (Platform as a Service)**: An environment in which application developers can build SaaS products. PaaS delivers the computing platform as a service. It enables the deployment of applications without buying and maintaining underlying hardware and software layers.

c. **IaaS (Infrastructure as a Service)**: A platform virtualization environment as a service. Rather than purchasing servers, software, storage space and network tools, users buy these resources as a fully outsourced service.

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The case for life in the clouds: The benefits of SaaS

**Lower operating costs**: TVR Communications used a SaaS cloud application to share information among employees and clients. A three-year investment of USD 50,787 generated USD 284,000 in savings, a ROI of 380%.

**Reduce the complexity of organizational shared services, allowing greater focus on core competencies**: Telegraph Media Group conducted a pilot test with a SaaS application for 10% of their 1,500 users, and feedback was overwhelmingly favorable. The platform enabled collaboration for journalists working together on large stories, such as eight reporters covering the Wimbledon tennis tournament.

**Make instant upgrades/changes to organizational infrastructure at the server level**: The District of Columbia uses SaaS applications for several IT functions across 86 agencies and 38,000 employees for needs such as accessing time-sensitive documents for EMS and other emergency personnel. It can be easily scaled to fluctuating requirements at any time.

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4 Source for the examples in this section is ‘Cloud Computing: What is its Potential Value for Your Company?’, CBS Interactive, February 2009
Early cloud models sometimes met criticism about data security, reliability and uptime compared to private in-house systems. Since the earliest cloud offerings such as Google’s search engine were mostly public set-ups that, theoretically, anyone with Internet access could use, there was occasionally some credence to the claims. However, improvements have been made in the performance of public clouds and they are now more secure than ever. Of the outsourced computing options, public clouds generally provide the greatest economies of scale and the lowest cost. Some of the most familiar clouds such as Google are free, and many others like Salesforce.com offer low subscription fees.

Private clouds function much like an in-house organizational platform, except the computing is done off site. The private option generally offers levels of security, reliability and uptime equal to or better than in-house IT systems at a much lower price.

According to Deloitte Consulting, the most common implementations today are hybrid clouds, which blend the internal advantages of a private cloud with subscriptions to some capabilities from a public cloud. Large corporate and public sector users can determine which functions are important enough to assign to a higher performing and pricier private cloud, and which can be assigned to the lower-priced public service. Yet another emerging option are ‘virtual private’ clouds, which function like a private network but are in fact supported by a large-scale public cloud provider that carves off a private piece of their capability that is virtually dedicated to one organization. With all these alternatives, users can easily accommodate any concerns about any aspect of performance.

Preparing for the cloud
It is clear that cloud computing is the wave of the future, but what are the implications for CRE and what steps can you take to prepare?

Partner with IT to create greater cost savings
Chances are your IT department is already considering cloud computing as an option.

Work with them to understand how their decision aligns with the business and impacts your corporate real estate strategy. You should consider collaborating with IT to make the case to the C-Suite. If you reduce the real estate need to support data centers, you can demonstrate cost and energy savings and help the business achieve its goals.

Also, it is in your best interest to be in the know far ahead of a shift to cloud computing. That way, you will have the time to devise a plan to shed or repurpose the data center facilities that may become unnecessary.

Consider how cloud computing will drive your workplace program development
As noted earlier, cloud computing can actually speed the access to information as well as enable and increase mobility for your employees. Now is an excellent time to discuss taking your workplace program to the next level. Deploying telecommuting programs can help attract and retain employees and can even increase productivity. Talk to your HR and IT counterparts to assess opportunities to leverage the cloud to increase work flexibility, work/life balance and productivity, while reducing real estate demand.

It’s imperative for CRE executives to keep informed of shifts in technology and collaborate with their IT partners to understand the implications and realize the opportunities for real estate. In the long run, it will help position you as a strategic partner and demonstrate real value to your organization.
Evaluate and select the best locations for workplace solutions deployment

In response to technological advances, globalization and the changing needs and expectations of the workforce, companies have embraced next generation workplaces. Successful workplaces of today support flexibility, mobility and sustainability. They also reduce costs and increase productivity. However, workplace solutions can be challenging to implement across a global portfolio. Decisions related to what, when and where are complex due to dramatic variations in infrastructure, demographics, regulatory environment and cultural readiness. When you overlay the complexities of the global landscape with your organization’s overall business goals and C-suite priorities, it is difficult to know where to start.

To help navigate this complexity, Jones Lang LaSalle has developed an alternative workplace readiness tool. This tool helps companies evaluate the feasibility and appropriateness of implementing workplace programs in various locations around the world to ultimately avoid associated risks and costs. In addition to demographic and location infrastructure factors, our innovative tool incorporates other important factors, including cultural characteristics, that may affect employee adoption and fit with more strategic business requirements. Whether you’re just beginning to build a business case for adopting flexible work arrangements, or you wish to evaluate and prioritize locations already under consideration, our readiness tool combines the inputs required to ultimately help you make well-informed, confident decisions related to global deployment of workplace solutions.
Four steps to success

Drawing on our best-in-class global research platform and deep experience in creating workplace solutions for clients, the alternative workplace readiness tool follows a systematic four-step process:

Step 1
Our workplace experts meet with your team to determine geographies of interest for evaluation. Our tool is underpinned by a database that can instantaneously provide initial screening at a global scale and inform country specific factors.

- Cost savings potential, based on site square footage, number of employees and operating expenses
- Availability and firm-level adoption of technologies, foreign investment in technology transfer, broadband internet subscribers, data access and security within a candidate geography
- Commute profiles including quality of roads and access to reliable, affordable public transportation
- Local policies and procedures including willingness to delegate authority and reliance on professional management
- Cultural acceptance level of changes driven by workplace solutions, including conditions such as hierarchical versus bottom-up communications, individual versus collaborative work environments, rigid versus flexible rulemaking

Step 2
We analyze your company’s real estate portfolio data to evaluate the cost savings potential in each location and determine initial prioritization of locations.

Step 3
Next, we facilitate a cross-functional workshop with stakeholder groups, including corporate real estate, IT and HR, to overlay critical business requirements on the selection of candidates. These include, but are not limited to:

- Priority for expansion
- Leadership direction
- Environmental sustainability goals
- Key business priorities/growth strategies
- Real estate events
- Master planning efforts
- Capital budget
- Human talent/attraction/retention
- Employee work/life balance
- Leadership skills profiles
- HR policies/labor laws; mobility/remote access
- Information security

At the end of this process, the select list of candidates is further narrowed and re-prioritized, factoring in alignment with most critical business objectives.

Step 4
Upon arrival at a prioritized shortlist, we evaluate the critical supporting characteristics and dynamics of the candidates. Using our proprietary employee surveys and/or leveraging local contacts where appropriate, we gather data specific to your company in each location such as:

- High mobile device penetration, broadband/wireless access and connectivity
- Good public wireless infrastructure, multiple providers and low outage history
- Low internet/data security issues and flexible regulatory environment
- Long commutes, high percentage of telecommuters and good public transportation
- Supportive local and company culture, and generational distribution
- Clear lines of reporting/resolution, documented formal procedures, less stringent labor laws and worker councils

Findings from all four steps are then synthesized within the tool and analyzed, and we provide a comprehensive report of our findings and recommendations. The output is supported by easy-to-follow graphics and data that identify the best locations and illustrate their relative strength as candidates for workplace change.
Your Partner for Workplace and Beyond

As the world’s leading provider of real estate and money management services, we know the complexities of managing and optimizing a global real estate portfolio. Unlike other firms, Jones Lang LaSalle can seamlessly integrate workplace strategy with the entire real estate life cycle—portfolio strategy, occupancy planning, project and construction management, employee services and facilities management and sustainability services—with unmatched leverage to deliver workplace solutions and exponential results. We are pioneers of the integrated services offering for corporate real estate in Asia Pacific, and the first to complete the real estate life cycle supplemented with deep workplace strategy expertise across the region.

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**About Jones Lang LaSalle**

Jones Lang LaSalle (NYSE:JLL) is a financial and professional services firm specializing in real estate. The firm offers integrated services delivered by expert teams worldwide to clients seeking increased value by owning, occupying or investing in real estate. With 2011 global revenue of $3.6 billion, Jones Lang LaSalle serves clients in 70 countries from more than 1,000 locations worldwide, including 200 corporate offices. The firm is an industry leader in property and corporate facility management services, with a portfolio of approximately 2.1 billion square feet worldwide. LaSalle Investment Management, the company’s investment management business, is one of the world’s largest and most diverse in real estate with $47 billion of assets under management.

Jones Lang LaSalle has over 50 years of experience in Asia Pacific, with over 22,200 employees operating in 79 offices in 14 countries across the region. The firm was named ‘Best Property Consultancy’ in nine Asia Pacific countries at the International Property Awards Asia Pacific 2012, in association with HSBC, and was highly commended in a further three countries. For further information, please visit www.joneslanglasalle.com/asiapacific.

**About Jones Lang LaSalle Corporate Solutions**

Jones Lang LaSalle pioneered the corporate real estate offering in Asia Pacific. Today, our platform provides unmatched services across a single project, country or regional portfolio. Our commitment to shaping our business around the needs of our clients and delivering on our promises keeps us at the forefront of our industry.
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<td><a href="http://www.us.am.joneslanglasalle.com">www.us.am.joneslanglasalle.com</a></td>
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<tr>
<td>Vietnam</td>
<td><a href="http://www.joneslanglasalle.com.vn">www.joneslanglasalle.com.vn</a></td>
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