CAPABILITY STATEMENT

WORKPLACE STRATEGY AND TRANSFORMATION

Delivering outcomes and business results that drive performance
In today’s increasingly competitive markets, many organizations are faced with rising operating costs, from securing office space in prime locations to retaining talent.

At Arcadis, our Workplace Strategy team work with clients to transform their business. While companies find ways to reduce overheads, it is just as important to drive long-term performance, business sustainability and growth. Companies which optimize their real estate portfolio, invest in retaining talent and control operating costs will find themselves better positioned to enhance business operations and remain at the forefront of their industry.

Recruiting, but more importantly, retaining staff is becoming challenging especially in Asia where the talent pool for qualified candidates can be limited. It is now apparent that workplace environment, an organization’s culture and values, such as work flexibility, employee mobility, sustainability all play a huge part in potential candidates’ decision-making process.

Conventional cost-cutting measures such as relocating from prime areas or reducing headcounts without considering other business objectives may cause organizations more problems in the longer term. Operational processes should be regarded as part of the organization’s long-term strategy, rather than cost-cutting activities. By streamlining and standardizing procurement and the supply-chain, an organization can reduce operating costs by up to 30%. Our approach is to develop tailored solutions to meet the unique needs of our clients. By understanding your business objectives, you can be assured that we can mitigate risk, challenges and successfully navigate your people through the change process.

WORKPLACE CAN BE A SOURCE OF COMPETITIVE ADVANTAGE.
We help organizations identify where the opportunities are by looking at the relationships between people, process, space and technology through first-hand research and data. Our insights allow our clients to identify gaps and re-evaluate their current strategies with the aim of improving staff engagement, increasing productivity and reducing costs.

By building empirical data, we understand how your current business model works. Reporting tools such as space utilization studies and surveys are used to identify performance areas, weak links and build a robust business case, which becomes a catalyst for real change and transformation. Reporting tools such as space utilization studies and surveys are used to identify performance areas, weak links and build a robust business case, which becomes a catalyst for real change and transformation that drives business excellence.

Other qualitative techniques, benchmarking and trend data are often used to provide a full analysis to leadership teams which form the blueprint for workplace design, system furniture configurations or right-sizing existing space. More often than not, it is via these reporting tools that global guidelines are tailored to suit a local market. Without first-hand data, we run the risk of implementing strategies which fail to take into consideration culture and environmental conditions specific to a region, country or local office.

With digital technology disrupting industries and setting the pace for change, there is now an opportunity to reshape traditional processes, operations, and supply-chains to meet rising end-customer expectations. It is also because of new technological advancements that we can access and capitalise on quality data. More and more, we are advising our clients on digital workplace technologies to excel their existing sustainability programs, and build a better employee experience.
Supporting and aligning your people is the single most important factor in realizing the benefits of any transformation program.

Our consultants are well-versed in developing change programs which equip people with the right mindset and tools to prepare them for the journey.

**WE FOCUS ON:**

- Defining a clear vision and goal which then translates into a project roadmap
- Developing design strategy by carrying out space optimization studies and analyzing the various working styles of the organization
- Engaging leadership and guiding them through the complex journey of transformation by workshops and focus groups
- Regular communications in multiple channels to effectively deliver information (email, intranet, bulletins, town halls)
- Cultivating organizational culture and new behaviors to strengthen an organization’s brand
- Developing new protocols to ensure smooth transition from traditional work cultures to flexible and agile working

**IMPLEMENTATION REQUIRES IDENTIFICATION OF CLEAR TARGET BEHAVIORS AND OUTCOMES. ROLE-MODELLING AND ADVOCACY FROM LEADERSHIP AND KEY INFLUENCERS WITHIN THE BUSINESS ARE DRIVERS FOR TRANSFORMATION SUCCESS.**
The outcome of organizational and workplace change may generate a need to restack or relocate. Relocation into a new space is an opportunity to drive change, and can be critical in reinforcing or embedding a new culture.

When managed well and aligned to the overall business strategy, relocation can have a positive effect on your people, contributing to commercial success.

**WE FOCUS ON:**

- Procurement management which mitigates risks in project delivery
- Adopting a strategic approach in developing phasing strategy which takes into account the overall impact on costs
- Move management
- Guiding organizations in forming sustainability initiatives and reducing carbon footprint over time
CASE STUDY

GLOBAL FINANCIAL INSTITUTION

Space optimization, flexible working change strategy and implementation and move management

CLIENT CHALLENGE

A global bank rolled out agile working strategy for the first time in one of their China offices. It was a big step for the bank as this was a major cultural shift for the staff and a flagship project for the region.

OUR SOLUTION

A space utilization survey was carried out together with leadership interviews to fully understand their unique China operations and develop the future space and adjacency plan. The end result was the implementation of new types of workspaces to support the needs of the staff and toolkits were developed to provide guidance to the local building management to implement the strategy.

KEY HIGHLIGHTS

• A flexible workspace offering a variety of settings to support different team needs
• New processes developed to embed agile working behaviors
• Some teams were able to work on an 0.80 share ratio on day 1 due to their job nature, enabling the client to accommodate future expansion
CLIENT CHALLENGE

This financial institution’s overarching goal was to increase space utilization efficiency, and reduce long term operational costs. To achieve this, it required consolidating staff from 5 different offices into a single location on Hong Kong Island and meeting leasing deadlines.

OUR SOLUTION

The phasing strategy developed was integral to the success of the project, and balanced the complex requirements of the bank’s processes, its staff and culture. The phasing strategy ensured the relocations aligned with the leasing expiry dates to maximise savings. Moreover, sustainability initiatives were carried out to reduce document storage onsite to further optimize office space utilization.

CASE STUDY

MULTINATIONAL FINANCIAL INSTITUTION

Move strategy, planning and implementation

KEY HIGHLIGHTS

• Substantial savings achieved through stringent tendering and benchmarking process
• Effective phasing strategy enabled the client to release old sites before leasing expiry without hindering operations
• Driving and achieving sustainability goals with 70% reduction in document storage
• Implementation of flexible working practice

CASE STUDY

WORLD-CLASS RACING CLUB

Space optimization, implementation, stakeholder engagement and move management strategy

CLIENT CHALLENGE

The client has a large staff base and property portfolio steeped in history. With continuing headcount expansion, a review of their key sites were undertaken in parallel with renovations at their headquarters to upgrade and optimize the space.

OUR SOLUTION

The corporate space strategy included conducting a study across multiple locations, developing an optimized team adjacency plan, and implementing the overall strategy. This was all carried out to ensure that the right teams were allocated to the right locations to improve performance and collaboration. The client’s headquarters was completely redesigned and restacked to the a new corporate standard which will be rolled out to other sites in the future.

KEY HIGHLIGHTS

• Achieved cultural change by adopting a phased approach to change management
• Renovation and relocation of 8 floors without interruption to operations
• Breakout and collaborative areas to promote an open and engaging workplace, breaking down silos within and between departments
CASE STUDY
LUXURY AUTOMOTIVE COMPANY

CLIENT CHALLENGE
The client needed to manage the merger of two organizations into a single office space that aligned distinctly different cultures to create a single vision. The challenge included staff retention, future-proofing the business in the Asia region, and centralizing talents in one location. It is also the client’s goal to adopt an agile working strategy tailored to the local market.

OUR SOLUTION
Qualitative and quantitative data was collected to define the roadmap of the change strategy and a strong benefits case was developed for the leadership team. A new vision was communicated to staff, with a focus on well-being and collaboration. Furthermore, staff were heavily involved in developing new working protocols, creating a strong sense of ownership and pride in their work.

KEY HIGHLIGHTS
- Created a modernized workplace with collaboration spaces, focus areas and sit-stand desking
- A technology upgrade to enable agile working behavior
- Leadership coaching to implement new ways of working
OUR TEAM

LEONIA LEE
Associate Director
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“Organizations need to be fluid to be able to respond to today’s fast pace of change - with operations geared towards adaptability.”

Leonia leads the Workplace Transformation Consultancy team in Hong Kong. With more than 10 years’ experience in workplace transformation, her strength lies in developing operational strategies and procedures for clients. Leonia’s deep understanding of key trends in the global workplace have allowed her to deliver solutions that brings business excellence and industry best practice.

VINCENT TSE
Consultant
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“Utilizing available data together with detailed and meticulous planning is the backbone of every project.”

Vincent leads the Workplace Analysis and Relocation team and has developed toolkits tailored specifically to individual clients. He has led multiple high-profile projects in Hong Kong and is key in the first and final implementation stages of complex transformation programs.

JULIANA CHOI
Junior Consultant
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“Understanding data and translating that into a language which is understood by the business will help leading strategies.”

With her education in urban studies, Juliana is dedicated in supporting the team on executing strategies for complex projects around optimizing office space. Her responsibilities include undertaking space utilization studies and analysing the results to provide solutions.

EMILY LAU
Principal Consultant
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“Transformation is only successful if senior leaders live and breathe the values and vision set out by an organization.”

Emily comes from a background in branding, design and communications both in the UK and Hong Kong. Her focus for the past 7 years has been on workplace projects involving business change and transformation, from cultural change to agile working. She develops engagement strategies guiding organizations to achieve their vision and goals across various sectors and industries.

JENNIFER LAI
Consultant
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“Aligning the needs of the affected stakeholders and what the business wants to achieve is always a fine balancing act.”

Specializing in corporate marketing and internal communications, Jennifer delivers change management programs and communications to a diverse range of clients. She also helps organizations meet their sustainability targets by driving internal initiatives with tangible results.
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