



A COVID-19 Virtual Ideation Experience

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Appendix 1

S#	Type of DWS Format	Brief explanation on the same	Benefits	Challenges
1	Hub + WFH	<ul style="list-style-type: none"> Single Hub office and all other employees to Work from Home. Part Surrender or reduce the foot print of the current office space. Activate WFH for ~ 90% of the employees. Use office only for General Affairs and important meetings / client interactions. Ideal for Sales organisations and Consulting firms. 	<ul style="list-style-type: none"> Minimised Risks Minimise Real Estate and Operational Costs over a period. 	<ul style="list-style-type: none"> Lack of Collaboration. Difference in workspace experience for employees. 'Sense of Entitlement' for those who work from HUB office. Co-ordination and Innovation challenges. Lease Exit Costs and documentation.
2	Hub + Flex Solutions	<ul style="list-style-type: none"> Single Hub office and all other employees to Work from Flex Operator Solutions. Hub to be designed with the work space needs meeting the social distancing norms. Part Surrender or reduce the foot print of the current office space. Activate WFH for ~ 90% of the employees. Use office only for General Affairs and important meetings / client interactions. Ideal for Mid to large firms who have geographically spread out work force within a city. 	<ul style="list-style-type: none"> Reduced Concentration Risk. Bringing Work closer to Home. Reduced commute time and cost. Negligible CAPEX for new spaces. 	<ul style="list-style-type: none"> Lack of Collaboration. Difference in workspace experience for employees. 'Sense of Entitlement' for those who work from HUB office. Co-ordination and Innovation challenges. Lease Exit Costs and documentation. Potential Risk of Flexible office Operator performance & Experience. Risk of poaching and non-conformity of HSE standards by other occupants of the Flex Centre. Lease & multiple Membership Contract Management. Lease Exit Costs and documentation of original office.
3	Hub + Multiple Conventional Solutions	<ul style="list-style-type: none"> Single Hub office for ~ 40% of the employees. Hub to be designed with the work space needs meeting the social distancing norms. Part Surrender or reduce the foot print of the current office space. Add 3 new Conventional offices basis the employee demographics to accommodate ~ 20% in each new office. Ideal for Mid to large firms that have requirements for activity-based working and client interface. 	<ul style="list-style-type: none"> Reduced Concentration Risk. Bringing Work closer to Home. Reduced commute time and cost. 	<ul style="list-style-type: none"> Lack of Collaboration. 'Sense of Entitlement' for those who work from HUB office. Increased CAPEX for tenant Improvements in new office. Co-ordination and Innovation challenges. Lease Exit Costs and documentation of original office. Multiple Lease Contract Management. Potential Duplication of IT, Admin and HR resources.



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Appendix 2

S#	Type of DWS Format	Brief explanation on the same	Benefits	Challenges
4	Only WFH	<ul style="list-style-type: none"> Surrender all current offices. Lease Data Centre Solutions for hosting Server. Activate 100% 'Work from Home'. Ideal for mid-size (under 50 people) and Start-up firms. 	<ul style="list-style-type: none"> Minimised Risks with fully Distributed Work Force. No Real Estate and Operational Costs over a period. 	<ul style="list-style-type: none"> Lack of Collaboration. Difference in workspace experience for employees. Co-ordination and Innovation challenges. Lease Exit Costs and documentation. Connectivity, Ambience, Resilience, productivity challenges due to WFH.
5	Only Flex Solutions	<ul style="list-style-type: none"> Surrender all current leases. Activate 100% Flexible Solutions (Co-working) Ideal for mid-size (under 50 people) and Start-up firms. 	<ul style="list-style-type: none"> Minimised Risks Bringing Work closer to Home. Reduced commute time and cost. Negligible CAPEX for new spaces. Flexibility on Tenure. 	<ul style="list-style-type: none"> Lack of Collaboration. Difference in workspace experience for employees. Co-ordination and Innovation challenges. Lease Exit Costs and documentation. Potential Risk of Flexible office Operator performance & Experience. Risk of poaching and non-conformity of HSE standards by other occupants of the Flex Centre. Multiple Membership Contract Management. Lease Exit Costs and documentation of original office.
6	Conventional (De-Densified Office)	<ul style="list-style-type: none"> Increase the Conventional Leased Space foot print. Retrofit the Work Space by accommodating 'Social Distancing Norms' Try and control exclusive towers or floors to have full control of the Hygiene factors. Ideal for Corporate Offices and Back-end work with client confidentiality and proprietary needs. 	<ul style="list-style-type: none"> Better Control. Improved Collaboration & Standards. Adherence to HSE norms and protocol. Brand presence. 	<ul style="list-style-type: none"> Highest Concentration Risk. High CAPEX for Tenant Improvements.



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Appendix 3

Industry Type	Cost types	Cost Head	Cost Head Details	QUALITATIVE COMPARISON OF OPTIONS						
				Weightage	Hub + WFH	Hub + Flex Solutions	Hub + Multiple Conventional Solutions	Only WFH	Only Flex Solutions	Conventional (De-Densified Office)
G e n e r a l	Hard, Tangible & Easily allocable costs	Retrofit Cost	One time cost of retrofitting space to make it viable for post COVID-19 usage	10%	5	5	1	5	5	1
	Hard, Tangible & Easily allocable costs	CAPEX Cost	Additional One time/Large outlay costs excluding technology costs for making premises suitable for post COVID ops	20%	3	2	1	2	2	4
	Hard, Tangible & Easily allocable costs	OPEX Cost	Additional operating costs to be incurred on a regular recurring basis for post COVID-operations e.g additional cleaning, sanitization and disinfection, personal protective equipment, technology equipment lease/opetrations etc	15%	4	2	1	5	1	2
	Hard, Tangible & Easily allocable costs	Transaction / Acquisition Cost	Cost outlay for buying or leasing new or additional space incl lease deposit, brokerage and tenant improvement charges.	10%	4	2	1	5	4	4
	Hard, Tangible & Easily allocable costs	Technology / Redundancy Cost	Capex costs involved in additional/new technology for post COVID ops	10%						
	Hard, Tangible & Easily allocable costs	Travel Cost		5%	4	3	3	5	4	1
	Soft, Intangible & Difficult to allocate and ascertain	Productivity Cost	Cost of lost productivity by distributed working	5%	5			4		
	Soft, Intangible & Difficult to allocate and ascertain	Collaboration & Employee Engagement	Cost of lost collaboration & Emp Engagement by distributed working	10%	4	2	2	1	3	5
	Soft, Intangible & Difficult to allocate and ascertain	Cost of Talent / Risk of Loss	Risk of talent loss as an attributable organisational cost due to distributed working	5%	5	5	5		4	1
	Soft, Intangible & Difficult to allocate and ascertain	Contract /Operational Flexibility	Loss of client contracts or contract penalties due to distributed working	10%	3	4	2	3	5	1
	Total									
	TOTAL SCORE			100%	3.50	2.40	1.35	3.00	2.65	2.30
	RANK				1	4	6	2	3	5
	Rated on a scale of 1-5; 1 = Poor, 5 = Excellent									
	Ranked in descending order; 1 = highest scoring, 10 = least scoring									



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Appendix 4

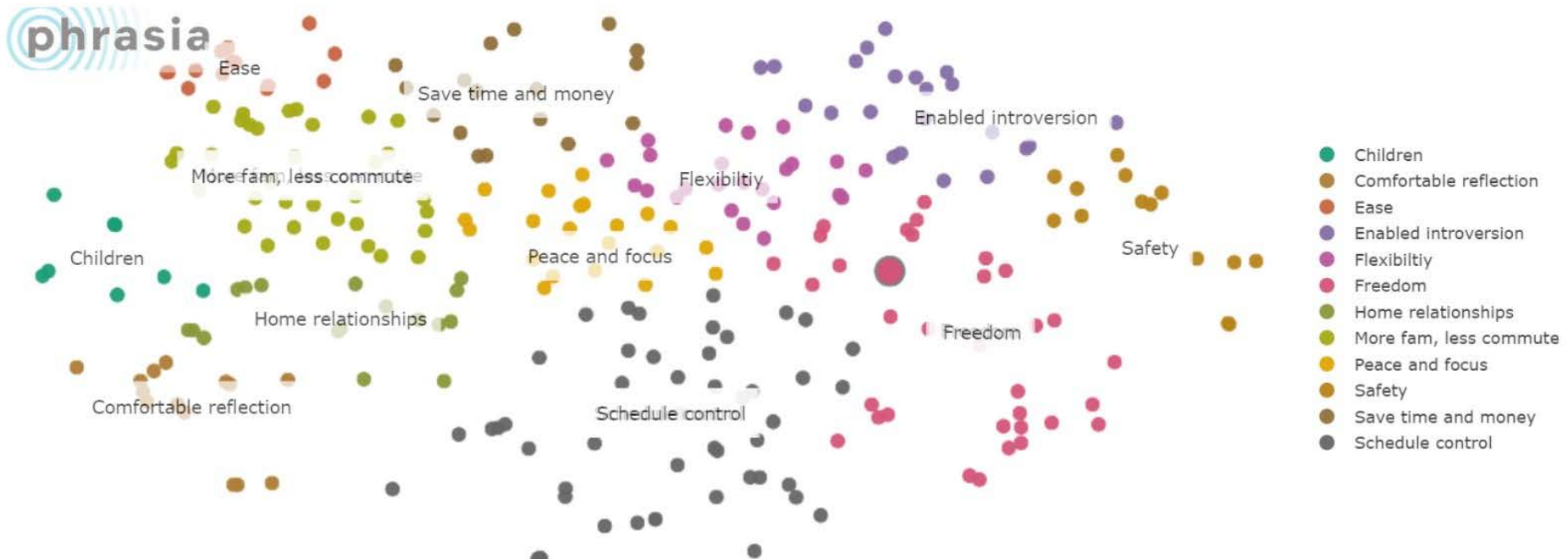
Industry Type	Cost types	Cost Head	Cost Head Details	Weightage	Hub + WFH	Hub + Flex Solutions	Hub + Multiple Conventional Solutions	Only WFH	Only Flex Solutions	Conventional (De-Densified Office)	
B a n k i n g & F i n a n c i a l	Hard, Tangible & Easily allocable costs	Retrofit Cost	One time cost of retrofitting space to make it viable for post COVID-19 usage	15%							
	Hard, Tangible & Easily allocable costs	CAPEX Cost	Additional One time/Large outlay costs excluding technology costs for making premises suitable for post COVID ops	20%							
	Hard, Tangible & Easily allocable costs	OPEX Cost	Additional operating costs to be incurred on a regular recurring basis for post COVID-operations e.g additional cleaning, sanitization and disinfection, personal protective equipment, technology equipment lease/opetrations etc	15%							
	Hard, Tangible & Easily allocable costs	Transaction / Acquisition Cost	Cost outlay for buying or leasing new or additional space incl lease deposit, brokerage and tenant improvement charges.	5%							
	Hard, Tangible & Easily allocable costs	Technology / Redundancy Cost	Capex costs involved in additional/new technology for post COVID ops	15%							
	Hard, Tangible & Easily allocable costs	Travel Cost		5%							
	Soft, Intangible & Difficult to allocate and ascertain	Productivity Cost	Cost of lost productivity by distributed working	5%							
	Soft, Intangible & Difficult to allocate and ascertain	Collaboration & Employee Engagement	Cost of lost collaboration & Emp Engagement by distributed working	5%							
	Soft, Intangible & Difficult to allocate and ascertain	Cost of Talent / Risk of Loss	Risk of talent loss as an attributable organisational cost due to distributed working	5%							
	Soft, Intangible & Difficult to allocate and ascertain	Contract /Operational Flexibility	Loss of client contracts/ contract penalties/ operational flexibility loss due to distributed working	10%							
		Total									
		TOTAL SCORE			100%	0.00	0.00	0.00	0.00	0.00	0.00
	RANK				7	7	7	7	7	7	
	Rated on a scale of 1-5; 1 = Poor, 5 = Excellent										
	Ranked in descending order; 1 = highest scoring, 10 = least scoring										



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Appendix 5

What has been positive about the situation?



Proprietary and confidential. Not to be forwarded, distributed or published without prior written approval of Phrasia, Limited.

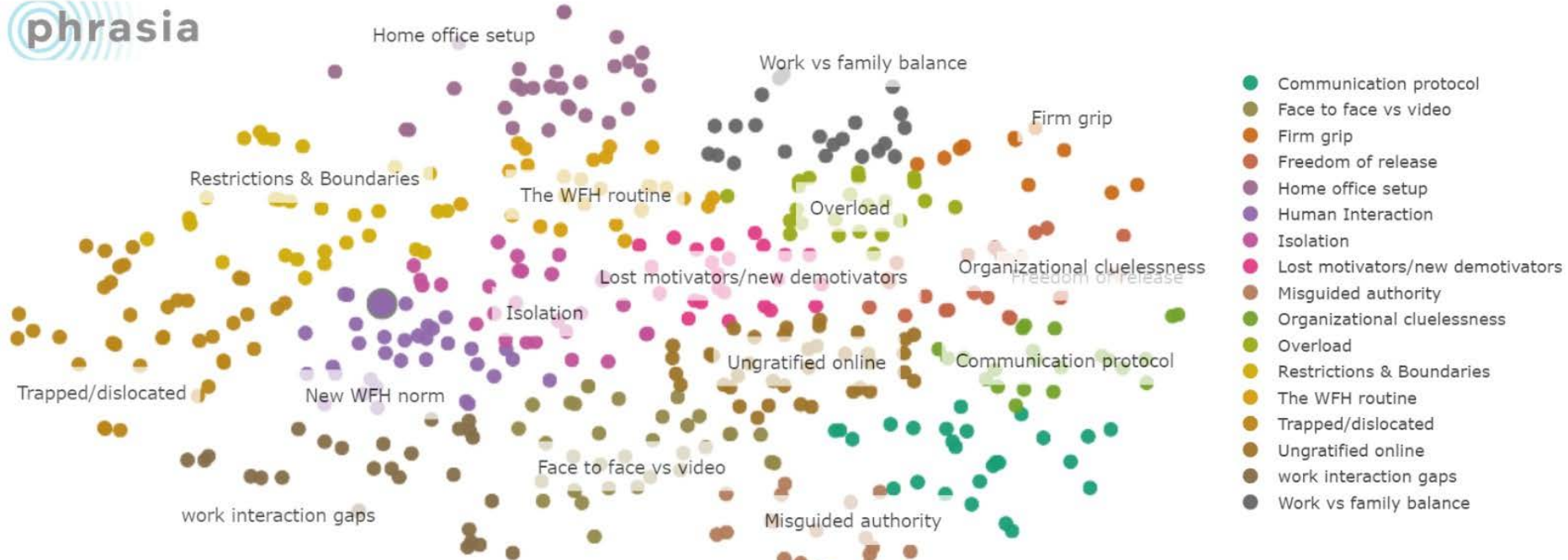
Claydon, R, Bradley, J, Gaff, B & Barkus, G (2020). The Voice of the Crowd - a data linguistics investigation into the WFH experience during COVID-19



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Appendix 6

What has been negative about the situation?



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Claydon, R, Bradley, J, Gaff, B & Barkus, G (2020). The Voice of the Crowd - a data linguistics investigation into the WFH experience during COVID-19



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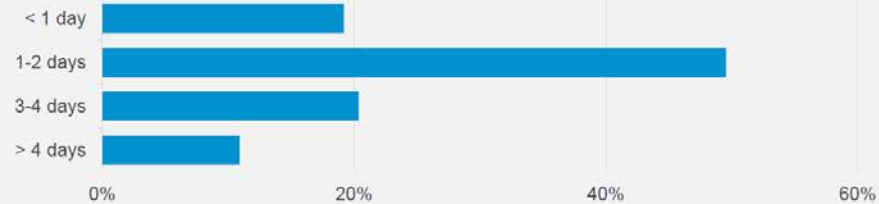
Real-Time Data to Navigate the Post-COVID-19 Workplace

Colliers International

Workforce Expectation / Desire

How do you feel about working remotely in the future after the COVID-19 situation?

Working from home after COVID-19 [Overall]





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Appendix 8

The relationship between people’s productivity and their setting:

Environmental Factor	Those Who Performed in 1st Quartile	Those Who Performed in 4th Quartile
1. How much dedicated work space do you have?	78 sq. ft.	46 sq. ft.
2. Is it acceptably quiet?	57% yes	29% yes
3. Is it acceptably private?	62% yes	19% yes
4. Can you silence your phone?	52% yes	10% yes
5. Can you divert your calls?	76% yes	19% yes
6. Do people often interrupt you needlessly?	38% yes	76% yes

DeMarco, T., & Lister, T. (2013). Peopleware: productive projects and teams. Addison-Wesley.



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Performance Curve: Appendix 9



DeMarco, T., & Lister, T. (2013). Peopleware: productive projects and teams. Addison-Wesley.