



A COVID-19 Virtual Ideation Experience

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IDEA



CONNECT



SOLVE



PRESENT

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



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



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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)
<b>G e n e r a l</b>	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									
	<b>TOTAL SCORE</b>			<b>100%</b>	<b>3.50</b>	<b>2.40</b>	<b>1.35</b>	<b>3.00</b>	<b>2.65</b>	<b>2.30</b>
	<b>RANK</b>				<b>1</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>5</b>
	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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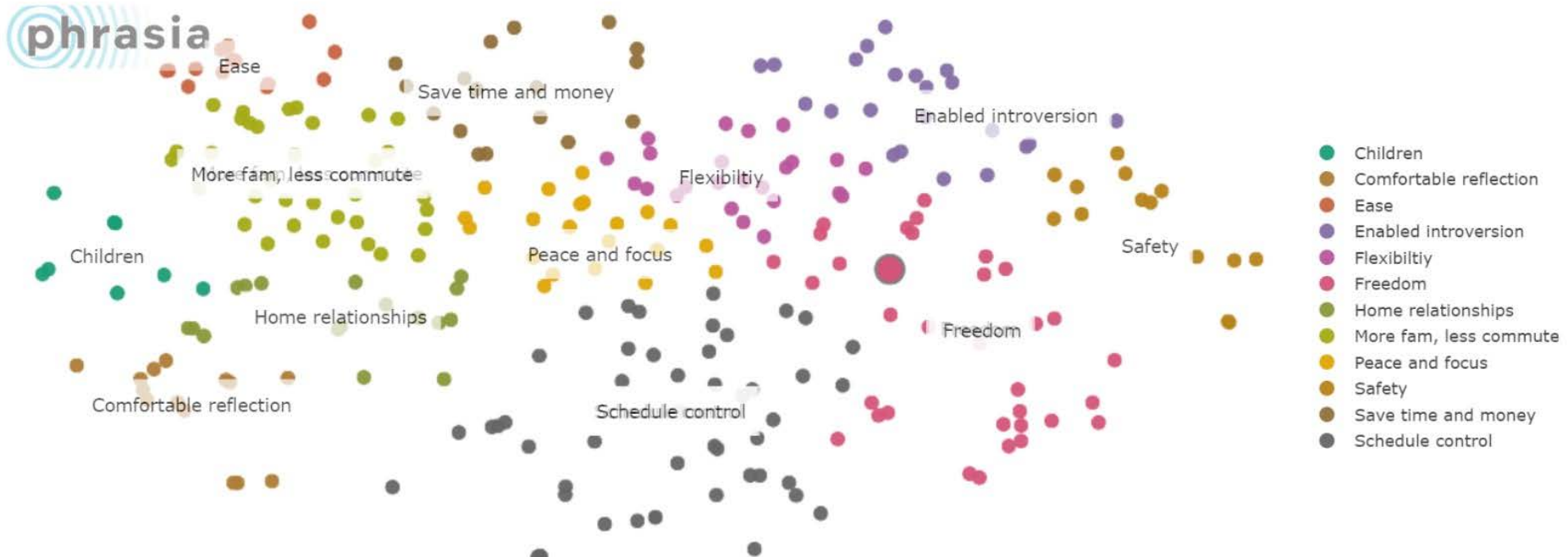
### Appendix 4

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>B a n k i n g &amp; F i n a n c i a l</b>	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/operations 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								
	<b>TOTAL SCORE</b>			<b>100%</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>RANK</b>				<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
	Rated on a scale of 1-5; 1 = Poor, 5 = Excellent									
	Ranked in descending order; 1 = highest scoring, 10 = least scoring									

What has been positive about the situation?



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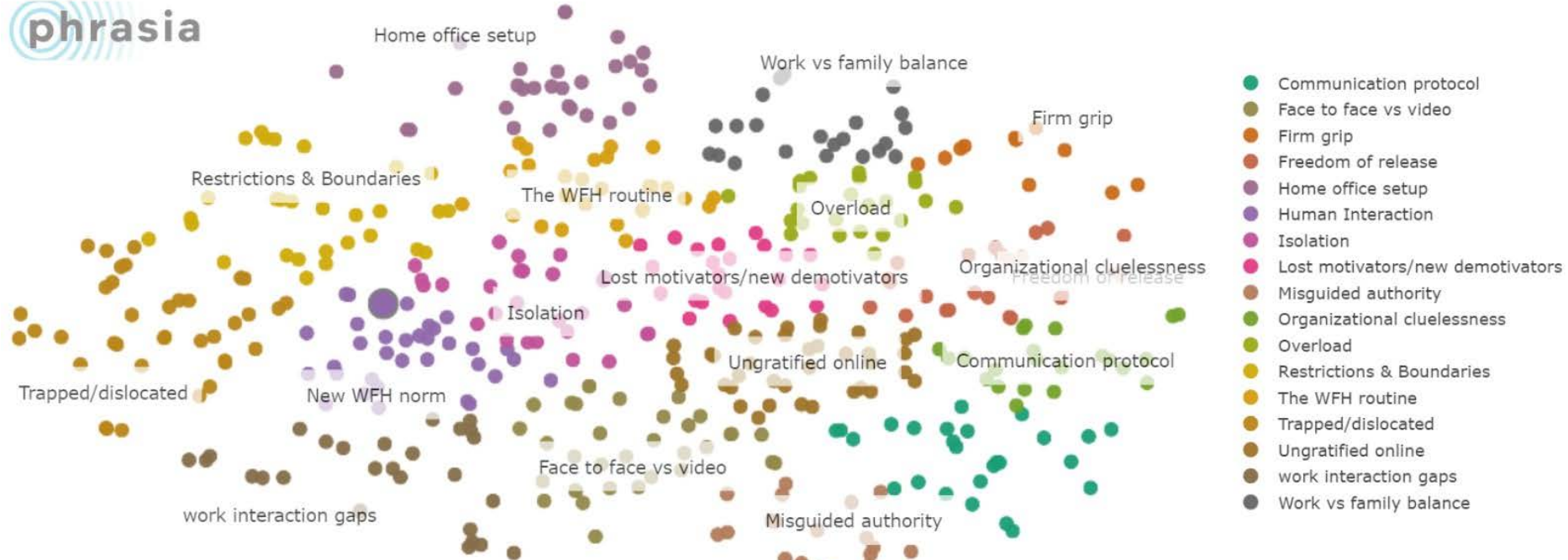
Claydon, R, Bradley, J, Gaff, B & Barkus, G (2020). The Voice of the Crowd - a data linguistics investigation into the WFH experience during COVID-19



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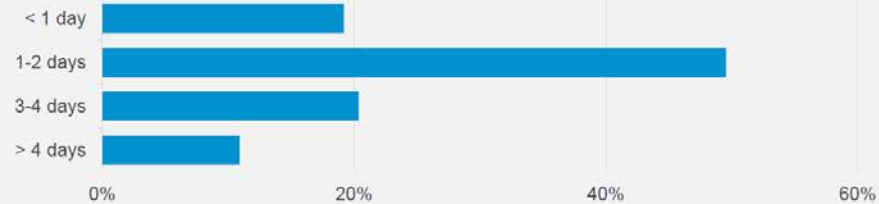
Real-Time Data to Navigate the Post-COVID-19 Workplace

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:

<b>Environmental Factor</b>	<b>Those Who Performed in 1st Quartile</b>	<b>Those Who Performed in 4th Quartile</b>
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.