

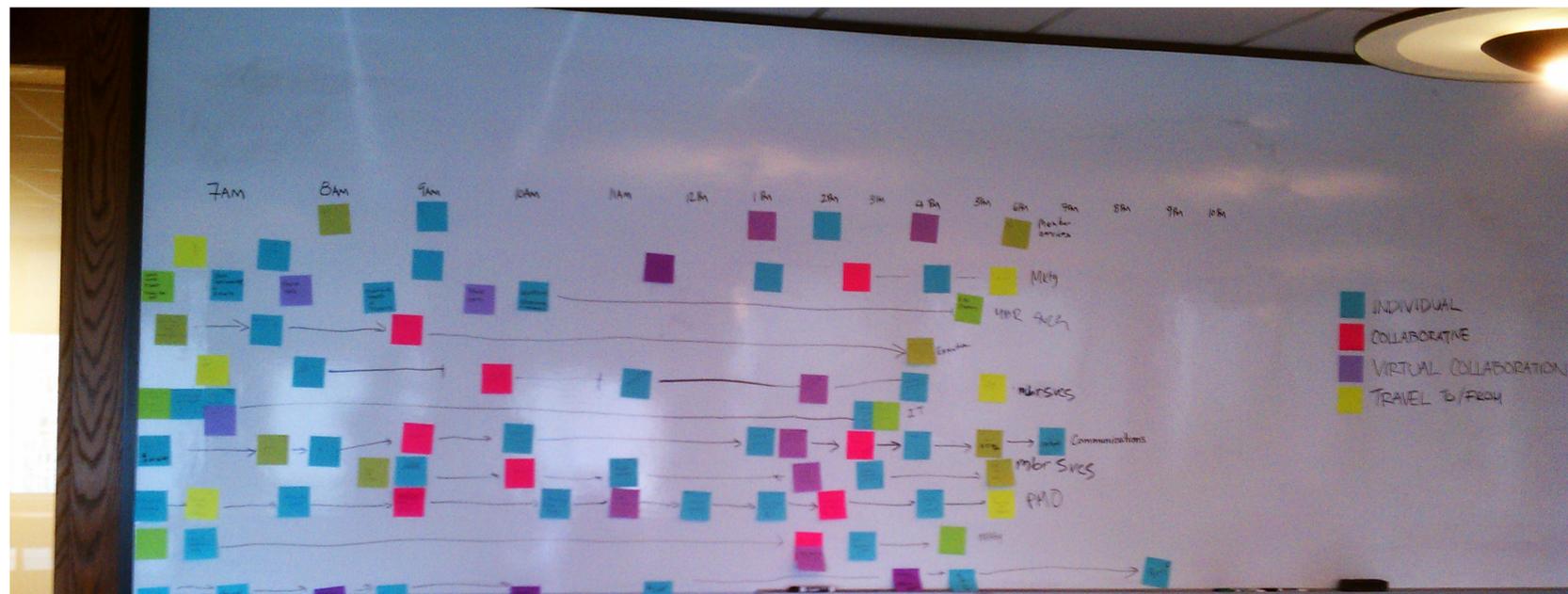
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IFMA Center of Excellence Project Summary

DEGW's research process began with a Visioning Session conducted at the IFMA World Workplace 2011 Conference in Phoenix, Arizona. At the Visioning Session, DEGW met with the Steering Committee, as well as other IFMA workplace leadership, and conducted a workshop to discuss the culture of IFMA, its plans for future growth, and key themes in considering a new workplace. This session helped to establish key performance indicators for the project and highlighted organizational opportunities and challenges for IFMA.

Following the Visioning Session, DEGW began a series of research activities on site at IFMA HQ in Houston, Texas. These research activities consisted of a Workplace Performance Survey and focus groups for all IFMA staff, interviews with key IFMA leadership and each member of the Steering Committee. A Time Utilization Study was conducted to further understand how IFMA staff work today and how they can work in the future. Along with engaging IFMA leadership and staff, DEGW hosted a survey for the global IFMA membership to learn about how members perceive their interaction with IFMA services.

The findings from all of these studies were compiled in a draft report, which went through a rigorous validation process before being approved by both IFMA internal leadership as well as the IFMA Center of Excellence Steering Committee. A summary of these findings and recommendations is shown in Section Two.



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Goals and Opportunities

The Current and Future State of IFMA

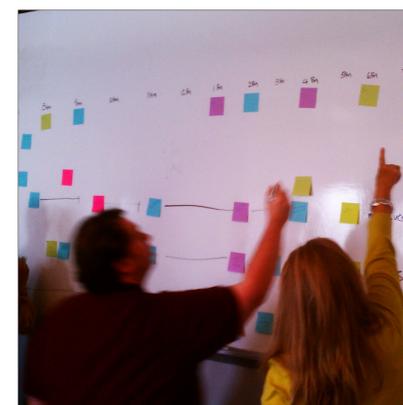
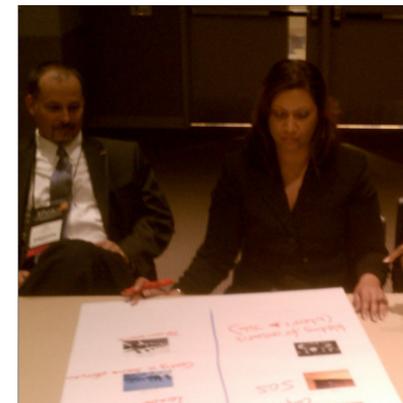
IFMA today operates from a centralized HQ facility in Houston, TX supporting an increasingly global membership, **representing 78 countries**.

Its challenges include **legacy work processes** and **physical environment** that do not reflect the cutting edge of the facilities management profession.

Members expect and deserve **timely and easy access to products, resources and staff** across multiple channels, anywhere, anyplace and delivered as valued by the member.

Leadership is pursuing **improved support** for a **diverse and global membership base** through operational and commercial initiatives.

To “get there” IFMA should deliver a more **effective and satisfying work environment**, support a **distributed service model** and implement strategies for **long-term flexibility and operational**



02 //

Workplace Research

Culture & Challenges

Leadership is pursuing **improved support** for a **diverse and global membership base** through operational and commercial initiatives.

SUPPORT GLOBAL MEMBERSHIP

- **Increase global presence.**
Evaluate to support membership globally.

"Culturally, there is a feel that this is still a North American organization. We need to sell that we really are an international organization." - Steering Committee Interview

"Regardless of where you are located (globally), you should be able to receive the same support at same levels of responsiveness." - Steering Committee Interview

- **Educational resources.**
Evaluate production and revenue strategies for educational resources tailored to a global need (regional and cultural relevance).

"[Resources] should demonstrate various regional workplace standards." - Member Survey Comment

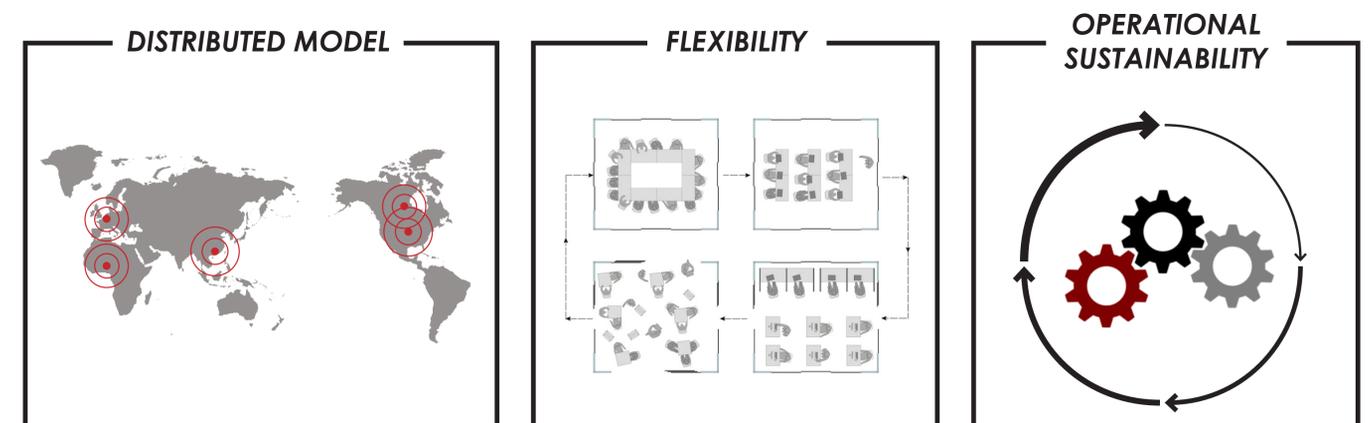
"In lesser developed countries, there is a strong desire to show credibility. Education provides a great funding stream for the organization." - Steering Committee Interview

COMMUNICATION CHANNELS

- **Expands methods of research.**
Increase production and development of existing and new channels of communication to broaden global presence and outreach.

- Podcasts & multi-media communications
- Webinars & web-based education and resources
- Social Media & virtual community development

To "get there" IFMA should deliver a more **effective and satisfying work environment**, support a **distributed service model** and implement strategies for **long-term flexibility and operational sustainability**.



The following **design principles** will need to be reflected in the future workplace, regardless of its location, for the project to be **successful**.

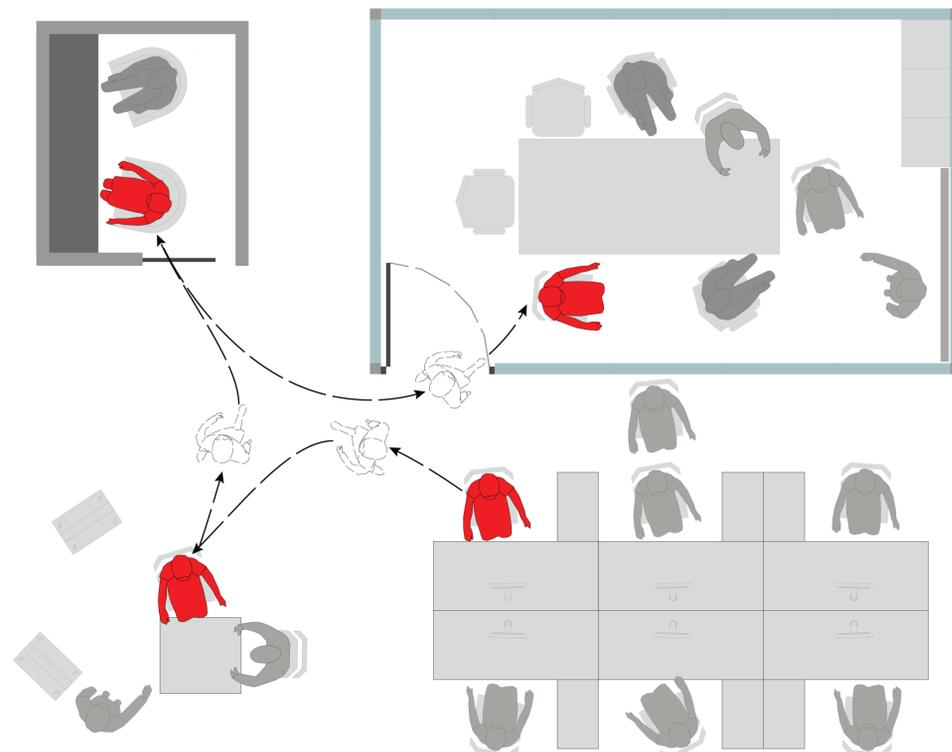
02 // Workplace Research

Key Design Principles

PROVIDE UNIVERSAL ACCESS TO A VARIETY OF SPACES

IFMA Staff should have access to a **variety of work settings** that provide support for individual and concentrative work, formal meetings, and informal collaboration.

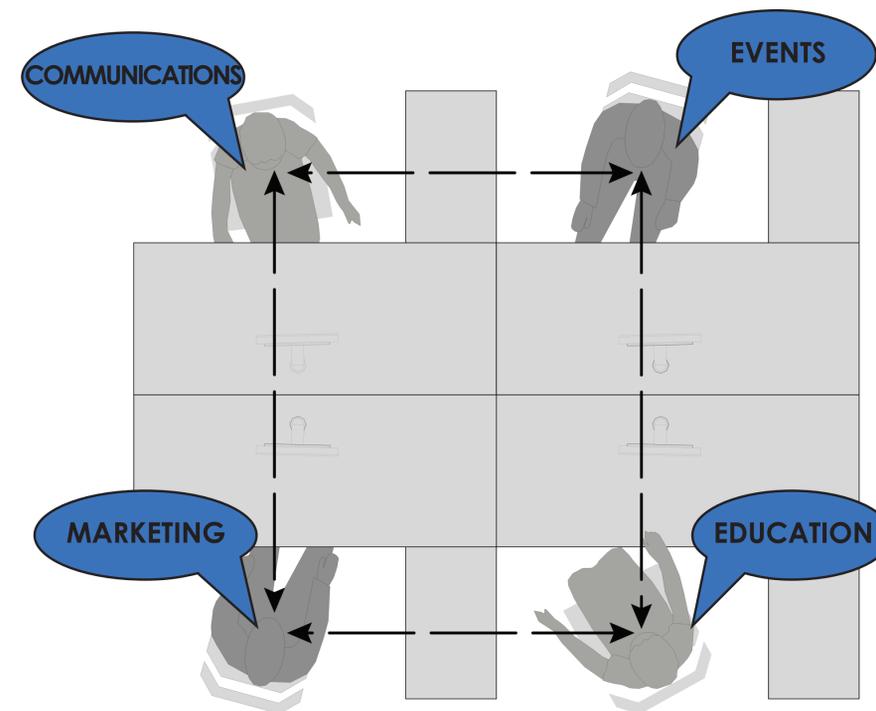
Mobility within and outside of the workspace will be supported with the right balance of space provisions and the protocols/policies to align work patterns and how space is used.



Technology: Seamless connectivity and access to the right tools and spaces is essential to supporting a more mobile workforce and new ways of working.

VISUAL CONNECTIVITY AND PROJECT BASED TEAMS

To better foster group awareness and collaboration, **visual connectivity** should be promoted through lower panel heights on furniture, and clear sight lines between primary areas of work and collaboration. Lower panel heights will also allow for easier **day-lighting** of the space, and better visual connectivity to the outdoors, key **sustainability initiatives**.



Project Based Teams: Allocation of workstations should be organized by project-based teams rather than solely by department to better enable cross-training, knowledge sharing, and the support of specific initiatives.

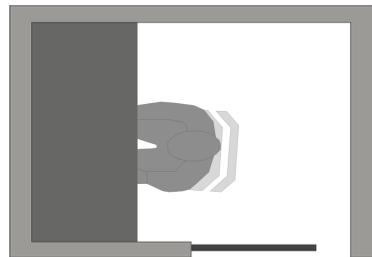
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Workplace Research

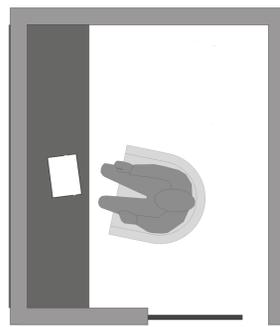
Key Design Principles

CONCENTRATIVE SPACE

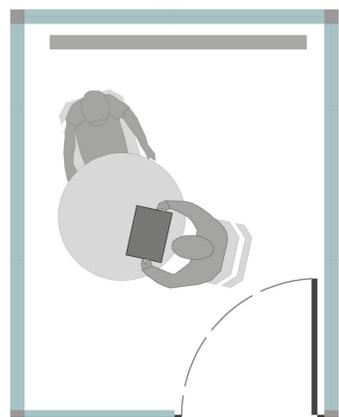
To support the variety of concentrative tasks IFMA staff are required to perform, the new IFMA Center of Excellence should provide a **variety of spaces that will support concentrative work well.**



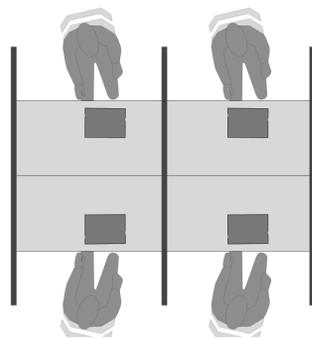
PHONE ROOM



FOCUS ROOM



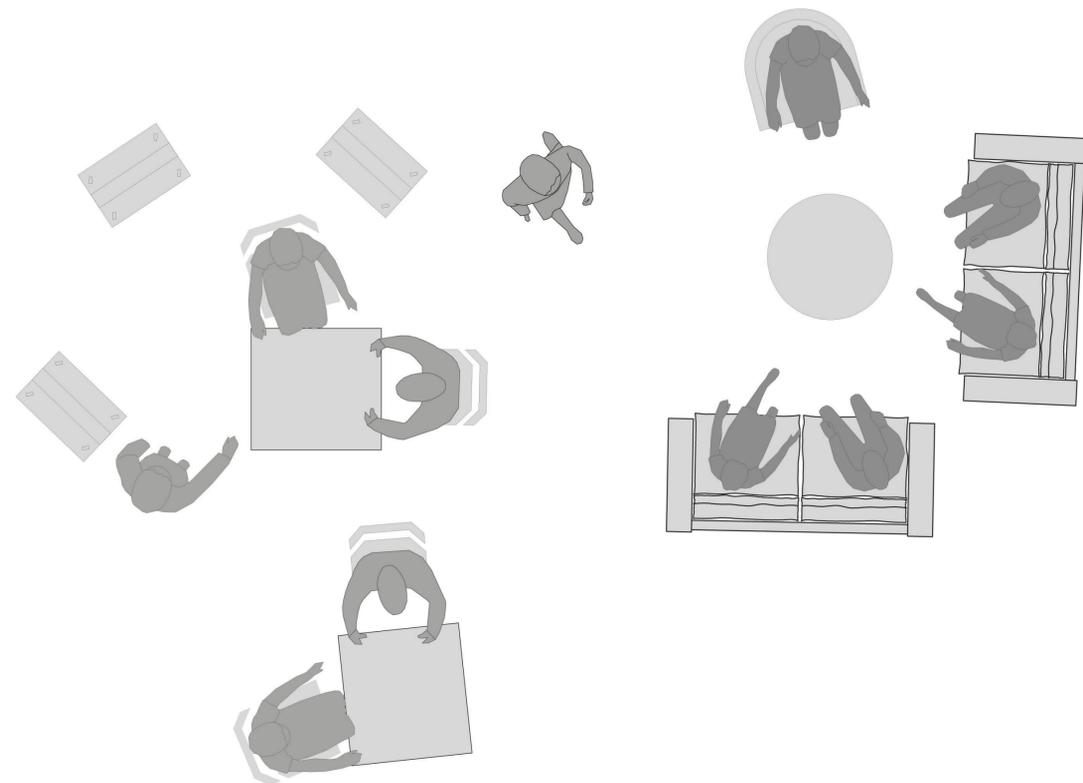
SMALL CONFERENCE ROOM



QUIET ZONE

INFORMAL COLLABORATION SPACE

The new IFMA Center of Excellence should promote easy ad hoc collaboration through a variety of **flexible and well equipped** informal collaboration areas that can be used by all IFMA Staff.



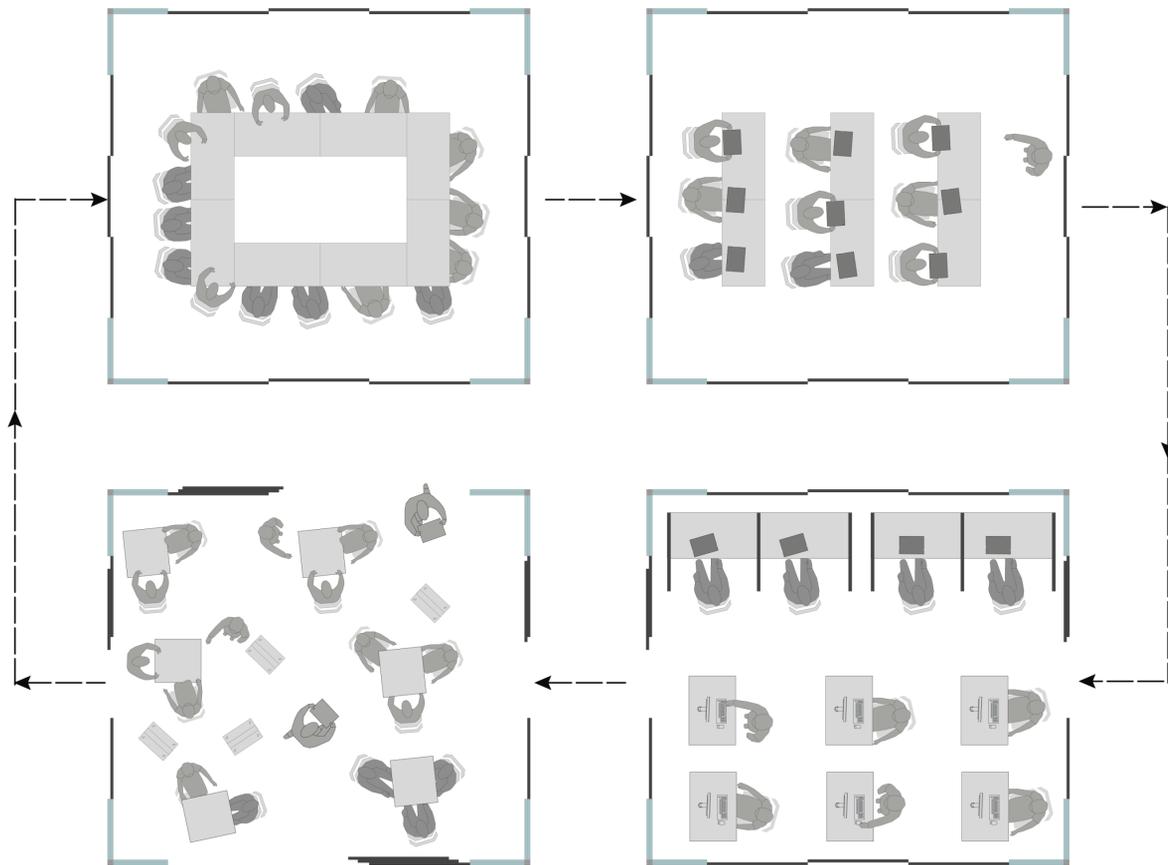
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Workplace Research

Key Design Principles

FLEXIBILITY: MORE MULTI-USE SPACE

To maximize efficiency, utilization, and cutting-edge practices, IFMA's Center of Excellence should incorporate multi-use spaces that can be used for meeting, training, informal collaboration, and the display of IFMA partners' products. Greater flexibility will increase utilization of the space and allow for potential growth in place without increasing the facility footprint, allowing for **sustainable growth** and the ability to **adapt to change**.



SPACE PROVISION THAT IS NOT STATUS BASED

The future IFMA Center of Excellence will assign space based on work requirements and not on status, increasing **long term flexibility** and **operational sustainability**.

