



THINK WORKPLACE & DESIGN

A Real Estate and Design Guide for WPP Offices in Asia Pacific

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Project Stages and Timetable





THE REAL ESTATE JOURNEY

time frame



Step 1: Initiation

- ▶ Evaluate the trigger for a project
(lease expiry, growth / contraction, real estate cycle)
- ▶ Importance of planning
- ▶ 8-12 month lead times are a minimum to create options
- ▶ Obtain regional management and WPP GRE buy-in at the outset
- ▶ Review and exhaust all co-location opportunities

OUTCOME: *secure a mandate for the project*

Step 2: Strategy & Team Assembly

- ▶ Agree upon the project strategy and goals
- ▶ Use the business model template to set parameters
- ▶ Undertake preliminary stay versus go analysis
- ▶ Establish the timeline
- ▶ Engage the team
 - ◆ Internal stakeholders and GRE
 - ◆ Real estate advisors ◆ Designers
 - ◆ Project managers ◆ Construction managers
 - ◆ IT specialists ◆ Engineers ◆ Quantity surveyors
 - ◆ Change management ◆ Workplace consultants

OUTCOME: *achieve clarity on approach and parameters*

Step 3: Search & Preliminary Negotiations

- ▶ Create multiple options
- ▶ Search the market broadly
- ▶ Compare and contrast options
- ▶ Test plan alternatives
- ▶ Preliminary due diligence
(technical, physical, financial)
- ▶ Identify and address risks
- ▶ Use time to improve offers
- ▶ Create competitive tension

OUTCOME: *review of ALL opportunities available*

Step 4: Due Diligence & Final Negotiations

- ▶ Engage regional / global CFO and WPP GRE for endorsement
- ▶ Use due diligence to improve final offers
- ▶ Select preferred *and* fall back options
- ▶ Finalise the business model, aiming to achieve benchmark metrics
- ▶ Legal review of the letter of offer (*if applicable*)

OUTCOME: *robustly considered options*

Step 5: Approvals & Documentation

- ▶ **Prior** to binding agreement, obtain –
 - ◆ Regional / global management approval
 - ◆ GRE approval
- ▶ Owner approvals
- ▶ Authority approvals (*where applicable*)
- ▶ Lease drafting and legal negotiations
- ▶ Legal counsel sign-off

OUTCOME: *project secured and approval to proceed*

Step 6: Design & Construction

- ▶ Complete team assembly
- ▶ Finalise designs
- ▶ WPP GRE sign-off of layout plans
- ▶ Design documentation and tendering
- ▶ Detailed costing review, WPP GRE approval of final budget
- ▶ Equipment and IT procurement
- ▶ Reinstatement planning
- ▶ Move logistics
- ▶ Change management
- ▶ Construction
- ▶ Relocation

OUTCOME: *a successful, in time and on budget project*

workspace

Time For A Change.



A PLACE TO WORK, LIVE AND PLAY.

What should the workplace do for us?



What's driving this change?

- ▶ The way we work is *evolving*
- ▶ *Technology* becomes portable and ubiquitous
- ▶ *Communication* is universally accessible
- ▶ People are *collaborating* more
- ▶ *Sustainability* is part of the business case
- ▶ Economies and marketplaces change with *rapid speed*
- ▶ *Clients* create the need for change



When planning workspace, think, how do we work?



- ▶ Cost *versus* productivity
- ▶ Head down quiet work *versus* collaborative space
- ▶ Paper storage *versus* virtual storage
- ▶ Private spaces within open areas
 - ◆ Phone booths / hush rooms
- ▶ Conflict management (*separation of teams*)
- ▶ Catering for various work styles

- ▶ Town hall space / facility
- ▶ Exploiting the volume
- ▶ Multi-use of informal meeting spaces
- ▶ Variety of work settings
- ▶ Ample natural light

Group M, New York



AIM TO DEVELOP AN **INNOVATIVE** WORKPLACE.

One that...

- ▶ Challenges conventional thinking
- ▶ Encourages a creative spirit
- ▶ Makes a strong impression on clients
- ▶ Provides more affordable and generous team spaces
- ▶ Offers ongoing flexibility for the business
- ▶ Enables sustainability to be built into the design process
- ▶ Facilitates good environmental and energy-saving practices
- ▶ Encourages collaboration and productivity



The workplace around us has changed.

THAT WAS THE OLD WAY...

- ▮ Inefficient space standards and layouts
- ▮ High partitions, segregated enclosed offices
- ▮ Limited natural light
- ▮ Fixed, hierarchical spaces
- ▮ Ineffective storage facilities
- ▮ No flexibility for business expansion or contraction
- ▮ Lack of space to interact and share ideas
- ▮ Fixed technology
- ▮ Lack of opportunity for dynamic interaction / inflexible thinking and stifled creativity



The workplace around us has changed.

THIS IS THE **NEW WAY**...

- ▶ Simplified space standards and layouts
- ▶ Few, if any enclosed offices
- ▶ Bright workspaces that maximise daylight
- ▶ Free-flowing open environments
- ▶ Efficient storage strategy
- ▶ Flexible layouts that support growth and activity-based working (*as opposed to status*)
- ▶ A choice of spaces for all kinds of meetings
- ▶ On-demand technology
- ▶ Flexibility to utilise unassigned workspaces
- ▶ Space that expresses energy



space needs



WHAT IS THE **RIGHT AMOUNT** OF SPACE?



10m² per head or less

{ A NUMBER TO REMEMBER }



- Planned with organic expansion in mind

- Delivers savings in overall rental costs

- Reduces waste and energy consumption

- Facilitates highly-flexible modular layouts

10m² per head achieves...

- Sufficient space for today's business needs

- Lower fit-out costs / more resources for shared spaces

- Accommodates private spaces and shared facilities (*meeting rooms, IT, etc*)

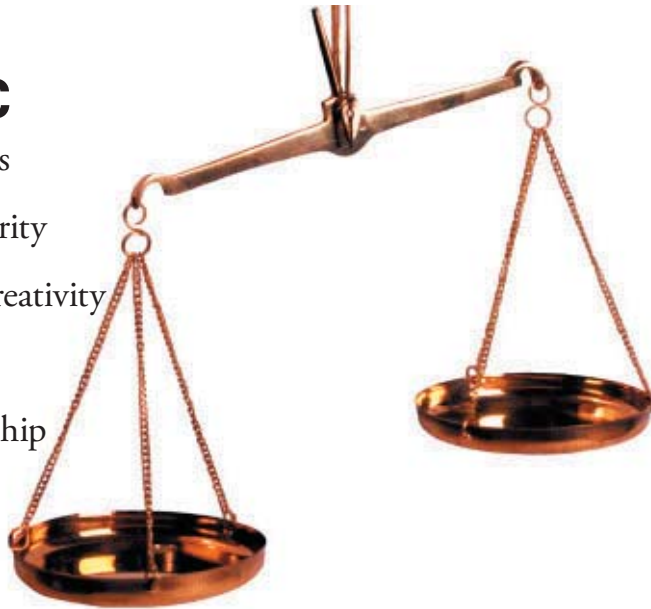


Balancing needs without creating private offices

OPEN PLAN WORKS

OPEN / PUBLIC

- ▶ Open plan working areas
- ▶ Individual workspace parity
- ▶ Stimulus for ideas and creativity
- ▶ People motivation
- ▶ Community and ownership
- ▶ Optimal for teamwork and collaboration



CLOSED / PRIVATE

- ▶ Enclosed meeting spaces
- ▶ Private / confidential working areas
- ▶ Quiet time and concentration space
- ▶ Less distractions and interruptions
- ▶ Security / legal requirements

Bates 141, Jakarta



This is 10m² per head!

Degree, JWT Bangkok



great design

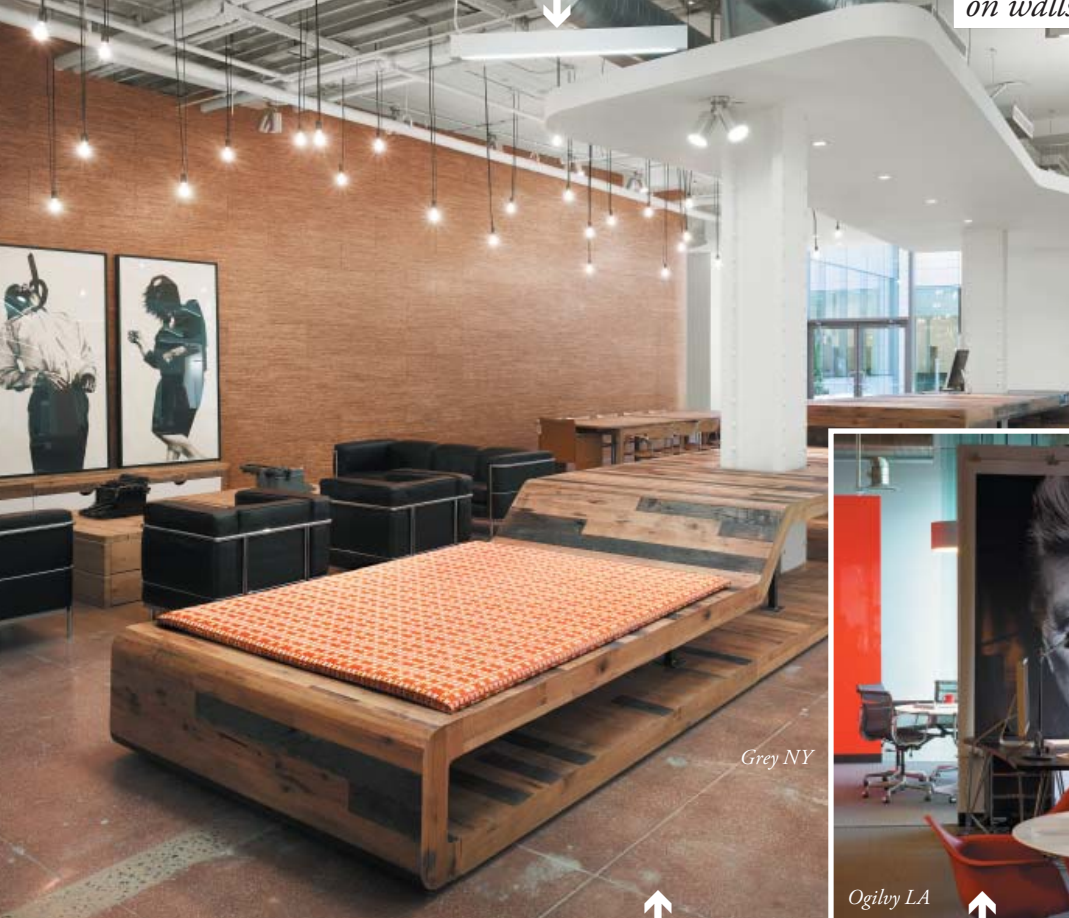
COLLABORATION → CREATIVE

Ogilvy, Kuala Lumpur



What elements of design evoke our unique brand?

unusual ceiling, lighting and floor



Grey NY

unexpected usage of materials

communication on walls



Ogilvy LA

graphics

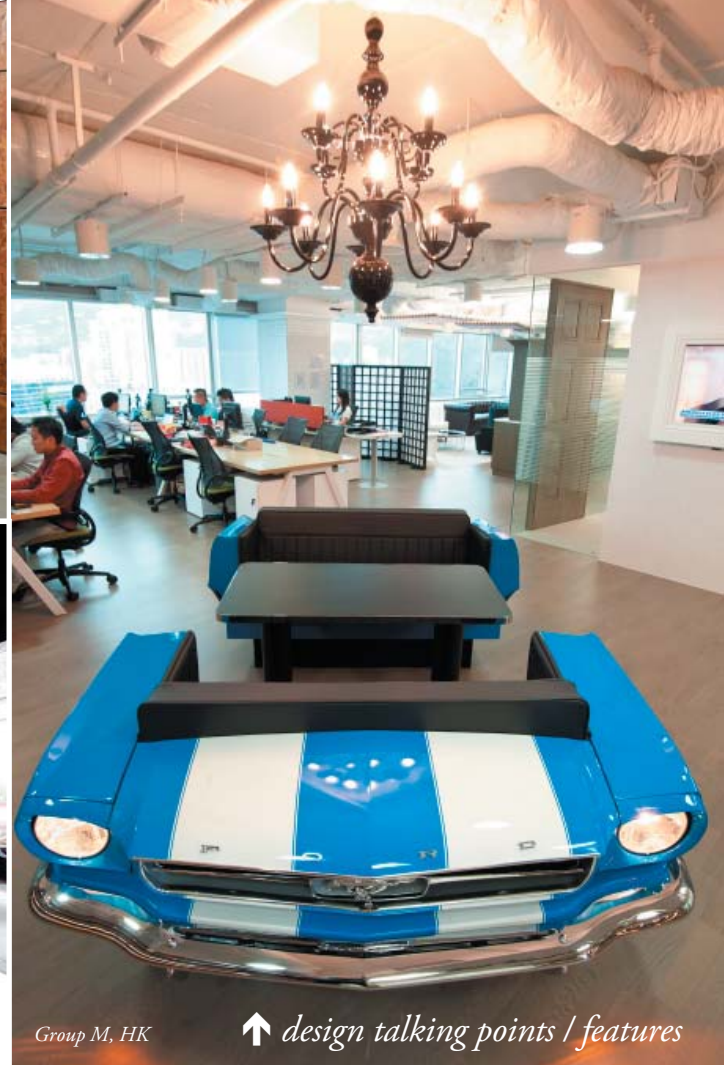
Ogilvy LA

What elements of design evoke our unique brand?



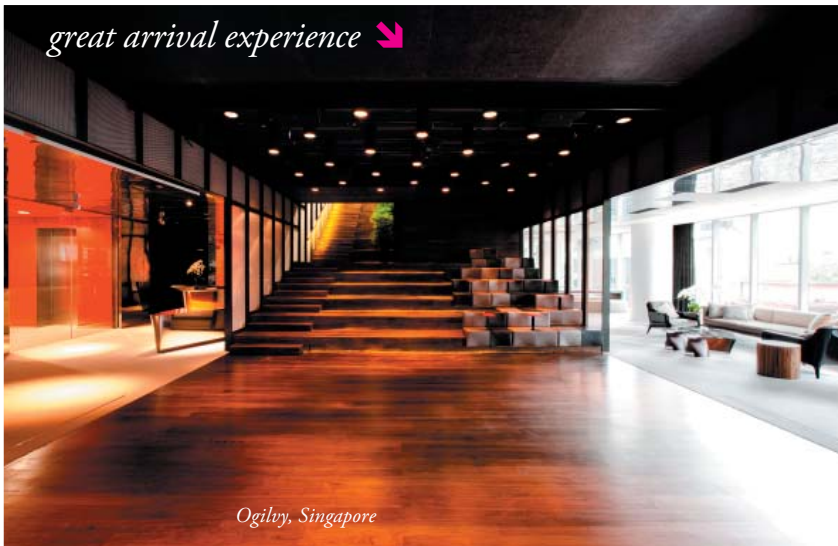
Maxus, Sydney

*transparency to the hub
of the work space* ↑



Group M, HK

↑ *design talking points / features*



Ogilvy, Singapore

great arrival experience ↘



Ogilvy, Jakarta

FACILITATE ACCIDENTAL MEETING



JWT, Shanghai

SHARED MEETING SPACE



Ogilvy, Kuala Lumpur

SERENDIPITY
PURPOSE BUILT COLLABORATION



Ogilvy LA



MEETING ROOM

Bates 141, Jakarta



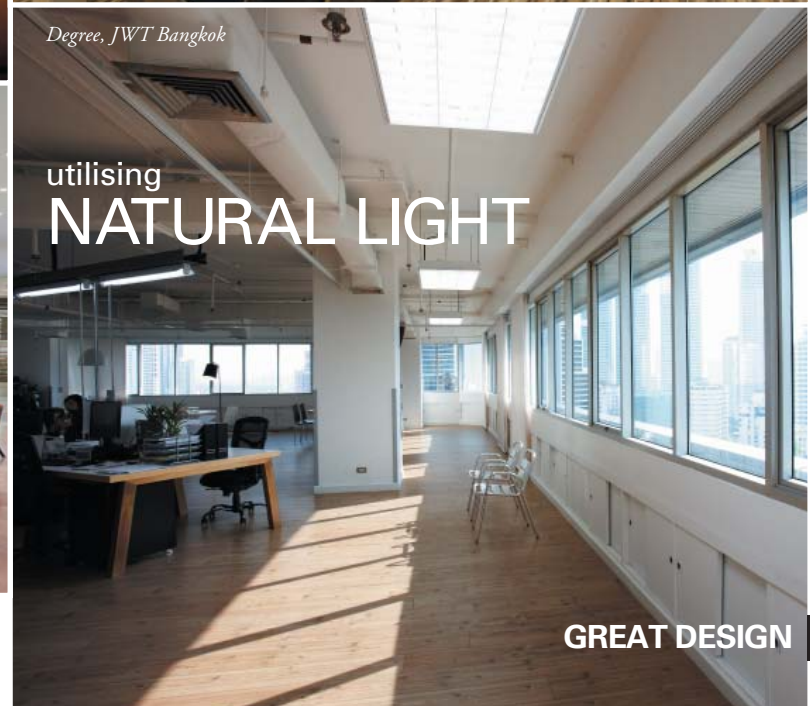
strategic positioning of BREAK AREA / INFORMAL MEETING SPACE

JWT, HK



Grey, NY

WORKBENCHES set out in expandable modules



Degree, JWT Bangkok

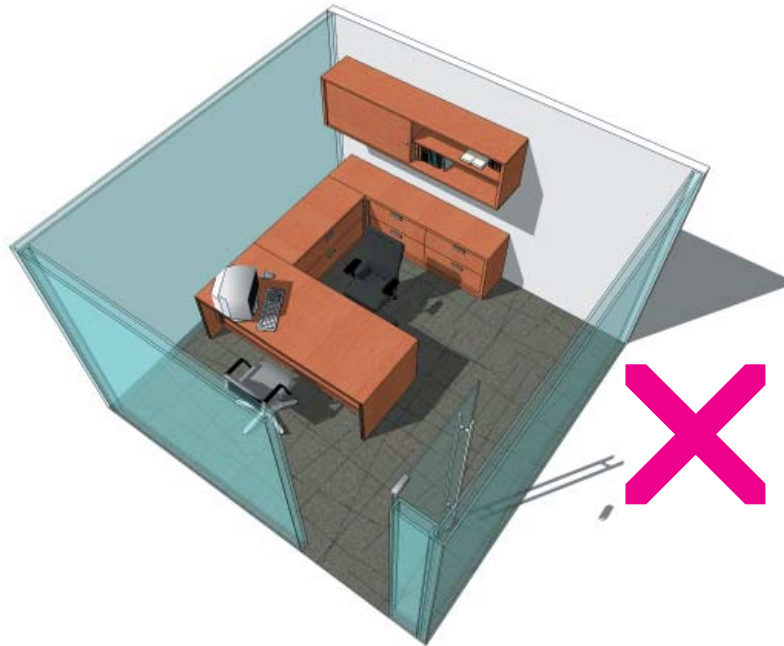
utilising NATURAL LIGHT



Think ahead in designing closed spaces.

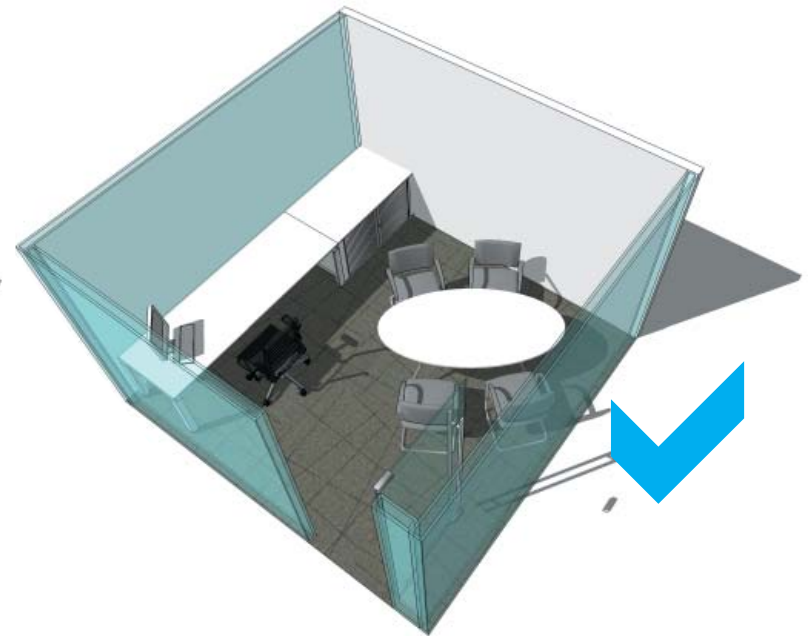
TRADITIONAL

Inefficient / single purpose



CONTEMPORARY

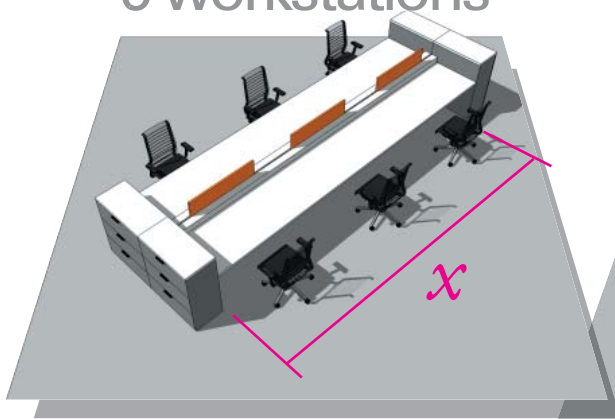
Dual use space / meeting room / office



Design for the **FUTURE**, not for **TODAY**.

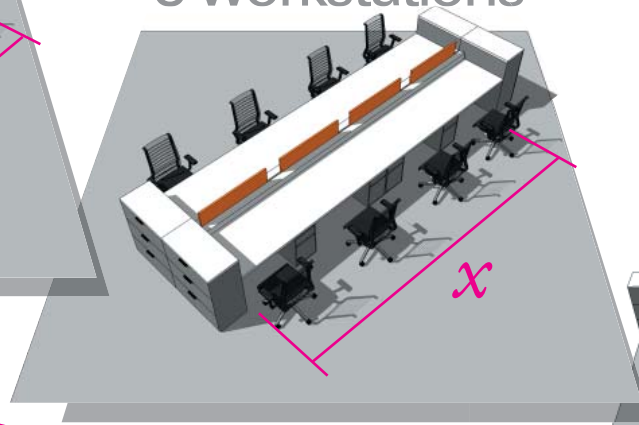
TODAY

6 workstations



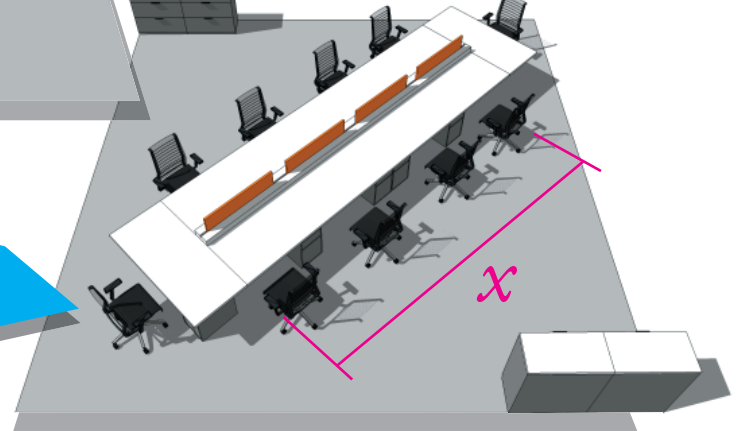
TOMORROW

8 workstations



FUTURE

10 workstations



FUTURE-PROOF DESIGN

design expandable clusters that allow extra positions and desks to be added easily

STATIC

| | |
|------------------------|-----|
| Workstations | 124 |
| Enclosed Offices | 5 |
| Enclosed Meeting Rooms | 6 |
| Pantry | 1 |
| Coffee Point | 1 |

Total Size: 1290m²
129 head count

10m²

meeting space @ windows

enclosed offices against core

collaboration space distributed

expandable clusters allow extra positions / desks

PROGRESSIVE

| | |
|------------------------|-----|
| Workstations | 124 |
| Enclosed Offices | 5 |
| Enclosed Meeting Rooms | 6 |
| Pantry | 1 |
| Coffee Point | 1 |

Total Size: 1290m²
129 head count

10m²

*similar
principals
as static*

*injecting interest
into the plan*

*adding
a sense of play*

*expandable clusters
allow extra positions / desks*

ACTIVITY

| | |
|------------------------|-----|
| Workstations | 124 |
| Enclosed Offices | 5 |
| Enclosed Meeting Rooms | 6 |
| Pantry | 1 |
| Coffee Point | 1 |
| Activity Work Space | 30 |

Total Size: 1290m²
129 head count **10m²**

Including activity based :
159 head count **8.1m²**

creating various work settings

breaking the mould

transparency of space

meet, work and play anywhere and everywhere

expandable clusters allow extra positions / desks



LET'S CATCH UP



PRESENTATION ROOM



DYNAMIC MEETING SPACE



QUIET MEETING SPACES

Y&R, Sydney



VISITOR TOUCHDOWN



CASUAL MEETING AREAS

ONE AREA = MULTI PURPOSES

RELAX
TIME

LUNCH
BREAK

MEETING
AREA

sustainability



green is good
for business.

Environmental business aims

- ▶ Be responsible citizens in the workplace and community
- ▶ Incorporate sustainability into the design and real estate process
- ▶ Re-use / recycle materials and minimise waste
- ▶ Re-use / refurbish existing buildings and infrastructure
- ▶ Choose certified sustainably-sourced / rapidly-renewable materials, e.g. bamboo, linoleum flooring, wool carpet
- ▶ Use certified low-emission, non-toxic materials, finishes and equipment
- ▶ Build and use video conferencing facilities; save on flights
- ▶ Invest in *follow me* printing technology and save paper
- ▶ Think strategically about transport links and facilities
- ▶ Cut light and noise pollution, benefit communities (*and cut energy bills too!*)
- ▶ Reduce water consumption
- ▶ Rationalise energy consumption using natural light and intelligent lighting design
- ▶ Install non-toxic HVAC (*Heating, Ventilation and Air-Conditioning*)
- ▶ Create a healthy workspace that makes people happy and increases productivity

**work with natural light.
It makes sense.**



GOOD DESIGN **ADAPTS** TO CHANGE.



checklists



Golden Rules

It is never too soon to start the process

Early preparation will help avoid expensive changes and the project being rushed towards the end. Committing the time up front will deliver the best result to support your business over the long term.

The best projects always have a Project Champion

Someone who is continually involved from inception to completion, to ensure that the overall vision is achieved.

Engage a Project Manager

On medium to large projects (US\$250K-\$500K and above). It will save time, money, ensure quality control and avoid delays.

Design by committee rarely works

Key people need to be involved, but too many can hinder the process and dilute the end result.

Master plan the tenancy design to accommodate growth

Design with strategies to accommodate head count growth without compromising shared areas.

Sustainability

Starts at the outset, along with the design process.

Open plan = flexibility

Closed spaces are inherently inflexible.

Position open plan areas next to windows

Place any closed offices around the building's core.

Bench-style desks

Bench-style desks are more flexible and scalable than L-shaped or irregularly shaped workstations.

Ten square metres

One size does fit all.

Real Estate Project Checklist

Has the following been achieved...

- Discussed and agreed an initial strategy with GRE
- Completed the business model template to establish budget parameters
- Considered all existing group related property solutions
- Captured capital expenditure needs in your budgets
- Kept GRE informed throughout the process
- Obtained regional and / or global CFO support
- Engaged group approved consultants
(lawyers, real estate advisors, designers and project manager)
- Obtained WPP GRE approval prior to binding agreement
- Received legal sign-off of final documentation
- Completed the project within approved budgets

Co-Location Checklist

Access the benefits of co-location,
by taking a whole of group approach...

- Improved buying power – lower real estate costs
- Capability to secure longer term leases – providing more predictability of costs
- More flexible and tenant friendly lease conditions
- Better business synergies – cross-selling opportunities
- Efficient use of resources through shared facilities
(IT, receptions, training and meeting facilities, support services)
- Better quality workspaces with economies of scale
- More flexibility to manage growth and contraction needs
- Minimises excess space

Real Estate Checklist – Key Lease Terms

It's not just about the rental,
consult your advisor on the following...

- Rental and lease term
- Option terms, rent review structure and notice dates
- Rent and service charge start dates; service charge exclusions
- Access dates and fit-out periods
- Handover condition
- Area measurement and rent calculation
- Rent review structure (*flat, fixed % increases, indexed, market reviews, min / max ranges*)
- Net versus gross leases
- Expansion and contraction rights
- Lease incentives (*rent free, fit outs, rent discounts, cash*)
- Sub-letting and assignment rights
- Naming and signage rights
- Rooftop and telecommunications licenses
- Hours of building operations and access
- Make good / reinstatement obligations
- Car parking terms
- Usage rights
- After hours charges
- Building services failure rights
- Holdover rights and terms
- Damage / destruction clauses and compensation
- Security deposits and bank guarantees
- Utilities charges

Due Diligence Checklist

Protects against the unexpected
over the term of the lease

- Sustainability assessment
- Watertight property
- Security levels, integration with base building
- Accessibility (*include disabled persons*)
- Code and occupancy compliance checklist
 - Emergency exits
 - Restrooms
 - Lift number, speed and size
 - Goods lifts
 - Air-conditioning system
 - IT risers
 - Electrical loading to floors
 - Heavy loading zones
 - Fire code compliance
 - Occupational health and safety records and systems
 - Hazardous material register
- Back-up generator
- Uninterrupted power supply
- Access to multiple power grids
- Building management system
- Alarm systems
- Zoning compliance
- Usage compliance

Design Principles Checklist

Does the planning achieve...

- Creation of a sense of arrival and expression of personality
- Optimisation of the volume of space
- Creative features that are practical and cost effective
- Master plan the design for scalability / design for future capacity needs
- Creation of two purposes for all enclosed spaces
- Incorporate modularity of design
- Maximise collaboration opportunities
- Incorporate surfaces that can be written on
- Interesting use of lighting
- Unexpected use of materials throughout the tenancy
- Sustainability initiatives (*e.g. power, waste*)
- Inclusion of alternative floor finishes
- Incorporate activity based design principles (*clean desks, lockers, IT*)
- Ability to transition to unassigned desking

**WORK, LIVE,
PLAY**



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THINK DIFFERENTLY

