



Workspace Transformation

Leading businesses are using their buildings to change the way they work





Size of the Prize

Leading businesses are using their workspace to transform the way they work. This delivers:

- Significant cost savings
- Improved productivity amongst knowledge based team workers
- The ability to effect rapid integration of newly acquired businesses
- New ways of working supported by improved and tailored technology to deliver real flexibility in the way that people work
- Improvements to sustainability & environmental targets

Defining and delivering these benefits involves complex programmes bringing together the core skills of Estates, Facilities Management and Space Planning. These are underpinned by the ability to plan and deliver the supporting change programme in the context of the proposed future state of the organisation.

Concerto Consulting has a proven track record of changing the way organisations make use of workspace. It delivers radical change by assembling

teams of experts from disciplines such as Property, Facilities and Systems who understand the technical challenges a mobile workforce creates. Change Managers create the vision and Programme Managers implement.

Concerto follows a three-stage approach:

1. Determining the 'Size of the Prize' – identifying where the real problem lies and the opportunity that might be available. The output from this stage defines the potential benefits and provides an indication of the costs and implementation steps
2. Defining the 'Components of Success' – identifying the products that will be necessary to effect the change and deliver the 'prize'
3. Delivering 'Strategy to Street' – implementing the change programme and delivering the prize



Determining the Size of the Prize:

- Determines the potential benefits that the solution can deliver and the estimated cost
- Sets out an outline programme to deliver the solution
- Defines what needs to change and the key stakeholders
- Identifies the critical risks that need to be managed

In the table below we set out a sample of the analysis required to identify the benefits and the rightful owner

Benefit	Description	Owner	Value £m	Target date	Notes
Space	Reduction in space usage by 30%	Programme director	10	Q3 2008	
Teamwork	Improvement in communications surveys	HR Manager			Measurement through staff
Customer	Faster response times. Quicker set up of new projects	Line management			Programme sets framework, line management delivers
People	Staff have right environment to do their jobs	Line management			Baseline continuous improvement

Components for Success



The problem is identified in five key areas:

- *Property strategy*
- *Accommodation Use*
- *Ways of working*
- *Technology*
- *People & teams*

Concerto's methodology plots the results of the analysis on a Maturity Grid which draws out the organisation's readiness for change and highlights where the change programme needs to focus its efforts.

For a successful project Concerto sets out the key steps:

1. Concept case

- 1.1 The estates strategy
- 1.2 The benefits targeted
- 1.3 The Business Case

4. Implementation

- 4.1 Governance
- 4.2 Benefit ownership & tracking
- 4.3 Stakeholder management
- 4.4 Risk Management

2. Business case

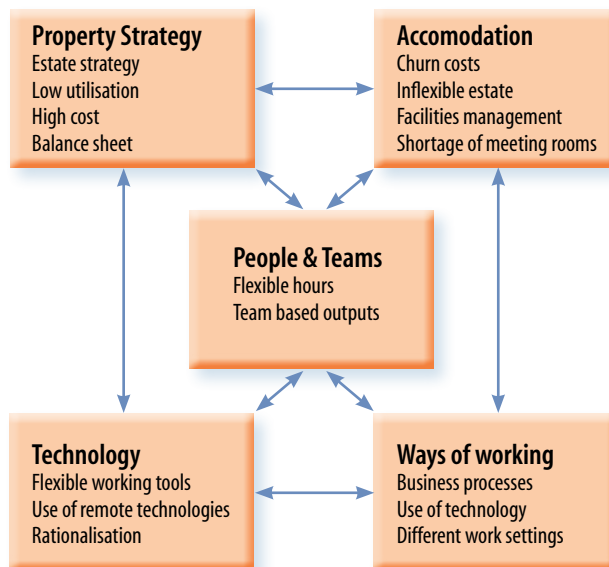
- 2.1 The new ways of working
- 2.2 The rules
- 2.3 Technology

5. Go-live

- 5.1 Churn
- 5.2 Maintenance of standards
- 5.3 Delivery of FM strategy
- 5.4 Asset management

3. Detailed planning

- 3.1 Migration strategy
- 3.2 Change strategy
- 3.3 Communications strategy





Strategy to Street

How Concerto brings Strategy to Street is best illustrated below. This is a programme we delivered for a major government department which shows what we did at each stage of the change cycle and our approach to delivering a success.

