BELONGING
Future Forecasts of BELONGING

CoreNet Global embarked on an 18-month initiative in 2017 to envision the association model of the future in four key areas. **belonging**, convening, learning, and information and content. Work groups met virtually and around the world to develop future forecasts that will inform the strategic direction of the organization for years to come. This is one of four reports also accompanied by an overarching document that includes an executive summary and a further explanation of the project.

**Belonging to a professional association will be more important than ever as members seek community and meaningful connectedness.**

**CoreNet Global will transition from a traditional membership model to a consumer-driven organization allowing immediate access to people, experiences and information.**

**The CoreNet Global value proposition will become more diverse to meet the diverse needs of members and customers irrespective of geography, member category or career stage.**

**CoreNet Global will broaden its focus beyond advancing the practice of corporate real estate to incorporate business enablement through digital, human and built environment experiences.**

**CoreNet Global will be a mission and purpose-driven association that takes positions on issues that matter to members – and inspires action.**

**Technology will enable a frictionless member experience with ease of access, just-in-time connectivity and flexible, on-demand content.**
Future Forecasts 2025: BELONGING

The saying “no man is an island” rings true today the same as it did when the English poet John Donne first coined the phrase in the 17th century. Humans have an inherent need to belong and connect with others. People join groups for a variety of reasons, whether social, professional or personal interest. Yet the reasons why people join groups change over time, and professional associations such as CoreNet Global need to recognize and respond to these changes in order to remain relevant and continue to maintain and build a strong membership. There are many changes underway in society and the workplace that are being accelerated by a tidal wave of innovation that is disrupting traditional practices and standards. Belonging is still inherently important to people, but expectations are changing.

Given that context of evolution already underway – and still ahead – CoreNet Global is exploring what belonging will mean for the association and its membership in the year 2025 – and beyond. The association has worked to gather input from its membership, as well as other industry leaders and subject matter experts, to assemble a possible vision of what the future might look like, and what members may want, need and require from that belonging experience in 2025.

As part of that initiative, CoreNet Global convened diverse work groups around the world both in-person and virtually to make Future Forecasts that will help serve as guide points in the journey ahead. Using research, trends and input from outside experts from a variety of professional backgrounds, the member work groups explored the future through a number of lenses and with insights about the corporate real estate (CRE) profession front and center. This report aims to share those forecasts that center around the basic questions of who, what, why, how and where that will shape belonging in the future. In many respects, these Future Forward statements are aspirational with ideas and themes that will continue to be refined in an ongoing discussion of what belonging means in our personal and professional lives as we move towards 2025.

What Does it Mean to Belong? A Paradigm Shift

Belonging is a topic that is increasingly front and center for companies around the world. The war for talent has made it more important than ever for organizations to cultivate a culture of belonging as they work to attract and retain workers for corporations in a highly competitive marketplace. So, it is not a big step for associations such as CoreNet Global to also look at how people are valuing and evaluating belonging differently than they have in the past. Workers are placing a higher value on the importance of belonging and feeling connected due to a variety of reasons, including social disruption, technology, new ways of working, globalization and a desire to connect in an increasingly diverse workforce. Ironically, technology and the rise of social media are resulting in people that often feel more isolated.

Fundamentally, people and society are on a constant path of evolution. Over the course of time, people have been systematically moving up Maslow’s Hierarchy of Needs Pyramid.

Members of the Silent Generation and Baby Boomers were driven by basic needs that predominately focused on a sense of security. Gen X was all about fulfilling psychological needs. Yes, a sense of belonging was important along with success and buying “things” that represented that success and made them feel accepted – the house, the car, the boat. Now what has occurred is this shift, particularly among Millennials, from “trophy value” to “selfie value,” meaning that it is less about things and more about the experience, says Greg Bogue, Vice President, Experience Design, Maritz Global Events.

Looking ahead to 2025, experiences will be really “cool,” and organizations will have done a great job of elevating those experiences, according to Bogue. “But there is something on the horizon that I think is coming, and it is this idea that people are inclined to be part of a movement,” he adds.

What has happened is that people have continued up the pyramid towards self-fulfillment, and the thing that is occurring now is self-actualization. People are working harder to achieve one’s full potential, says Bogue. “When the downturn happened in 2008, everyone thought there would be a dramatic run back to security.

Introduction

That didn’t happen. In fact, it produced an even further push towards self-actualization, because people were beginning to say – ‘that’s not enough!’,” he says.

Self-actualization goes hand-in-hand with the view that consumers have an elevated expectation of all things. “If I can get it on Amazon, then I want it everywhere. That shift in behavior is impacting more than just buying things, but also things like the associations we belong to and the meetings and events that we attend,” says Bogue. Andy Hines is the author of the book ConsumerShift: How Changing Values are Reshaping the Consumer Landscape which discusses how consumer values are changing buying behaviors related to five “buckets” or categories that include:

- **Authenticity**: People have all sorts of ways to find out what is really going on, and they are tired of the marketing spin. People are looking for truth, honesty and transparency.

- **Connection**: There is an old saying, “I was so busy making a living, I forgot to make a life.” The idea is that a job does not necessarily create connection. In humanity, there is a pent-up desire to connect to things that have true meaning.

- **Anti-Consumerism**: These days, it is less and less about the things people acquire, it is about the experiences. People don’t publish pictures of their paycheck on social media, rather they publish pictures of their experiences, that view from the Eiffel Tower or a video of their bungee jump off a bridge in New Zealand.

- **Self-Expression**: People are making statements of who they are and what they stand for, and they also are making buying choices based on those beliefs.

- **Enoughness**: People recognize that they don’t have to have everything.

Sociologist Josh Packard, PhD agrees. He notes that a true sense of belonging has changed in the past 15 to 20 years. It doesn’t necessarily mean “organized” belonging anymore such as to churches or the Rotary Club. Increasingly, he notes, people belong in ways that help define their personal identity. Packard says that in order to thrive associations will need to focus on creating engagement, participation, conversation and community that help members make deeply personal connections.

Packard is an associate professor, Department of Sociology, College of Humanities & Social Sciences at the University of Northern Colorado. He presented several “big ideas” on what belonging means to the future of associations – and society – in a FutureForward 2025 brainstorming session in Chicago as follows:

**Big Idea #1:** According to Packard, the biggest disruption facing the industry is not technology, but rather it is social change. What do members need to be prepared for? Who benefits from the changes you see coming? Who suffers?

Takeaway: CoreNet Global needs to be preparing its members for what is NEXT, not training them for what is NOW.

**Big Idea #2:** The pursuit of legitimacy today undermines competitiveness tomorrow. Associations need to ask themselves: What business do you want to be in, and what business are you actually in?

Takeaway: Disrupt yourself in order to avoid being disrupted.

**Big Idea #3:** People must belong before they will ever believe in a common cause or act in a similar way. Creating that sense of belonging requires activity, participation, conversation and community. Some keys to fostering belonging include:

- Members need to have a meaningful role within the association.
- Members need to be co-creators.
- Learning needs to be a two-way street. Associations need to learn from members, just as members learn from being part of the association.
- Members need to be connected to the organization and also to each other. What systems are in place to make sure that people get connected to others with shared values and interests? Who is responsible for that system?

Takeaway: In order to behave as a group, the association first needs to create a strong community.

Everyone wants to create their own experience, but how do you do that for 10,000-plus members? Based on traditional methods and models, personalization was very difficult to achieve. Yet there is a new way to achieve this by using a new model that
accounts for a “relationship lens,” notes Packard. Essentially, the new perspective is that the circle of influence is different for me and is different from someone else. So, people will be able to have individual experiences based on their own individual circle of influence, notes Packard. In other words, it’s not that associations have to deliver an individual product for each person, but that the CoreNet Global product is at the middle of their experience. “So, it’s still about CoreNet Global, but putting CoreNet Global in the middle of it all is what created that strong relationship and gives members what they need,” says Packard. The old model is based on – “this is where the industry is, and this is what you should be doing. The new model is based around – “tell us where you are, and we can give you a solution depending on that,” he adds.

Professional associations across the board are already seeing common themes driving membership value propositions and shaping models for the future:

- Need for community: Increasing reliance on technology and social media is contributing to people leading more isolated lives, which is motivating people to seek out more meaningful connections with others.
- Need for customization: People want a strong sense of community that is experiential, personalized – and easy.
- New models of work: The rise in independent contractors, mobile and off-site workers also can contribute to feelings of isolation. People who may not be feeling a sense of belonging at an employer are looking at alternative sources, such as professional associations, to provide that sense of community.
- Professional development: People want to belong to groups that can provide professional training, information, advancement and opportunities to upskill in an era of increasing automation when jobs are not only changing, but also disappearing all together.

What do these shifts mean for organizations such as CoreNet Global? The foundation of the CoreNet Global membership model has been to provide opportunities for networking, education and professional development to corporate real estate executives. Membership expectations will likely increase and diversify over the next several years. This document, as noted above, seeks to forecast what members will value and identify new ways to meet those future expectations.

Each forecast was carefully crafted with thoughtful input, context, insights and research as noted in greater detail on the following pages.
**1 FUTURE FORECAST:** By 2025, belonging to a professional association will be more important than ever as members seek community and meaningful connectedness.

There are many sources – perhaps too many – where people can go to learn and connect, but what sets an association apart is building that strong sense of community. What is a community? Communities can be virtual, local or global – and they can offer opportunities to feel comfortable with others like oneself, or new and unfamiliar situations that have the potential for personal or professional growth. Understanding how to serve both of these needs in a variety of ways will be key to creating a strong sense of belonging for members.

People do have choices, and their expectations (and demands for their time) are extremely high when attention spans are perhaps at an all-time low. In the future, independent contractors and freelancers will likely have to fund their own affiliations with professional organizations, which means they will be looking for a compelling, relevant, “what’s in it for me” kind of value proposition. Belonging and membership have traditionally been tied to an organization’s willingness to support it. However, there was strong consensus amongst the various work groups that people will want to affiliate with organizations on their own for their own “career self-preservation and skill set building.”

CoreNet Global has the potential to build a stronger community that holds together an increasingly diverse membership that has high expectations for networking, relevant education content and professional development at all stages of one’s career. In many of the Future Forward 2025 work groups that convened around the world, members identified an important role for CoreNet Global in providing a home for the growing gig economy of independent contractors and freelancers who are taking on more project-based work.

Research varies on just how large and fast-growing that gig worker group is today. According to a recent article in The Guardian, estimates put the amount of gig workers employed full-time at anywhere from 0.1 percent to 34 percent of the working population. However, the article also cited data from the U.S. Bureau of Labor Statistics that put the number of people in the U.S. who are working “contingent or alternative” jobs at 16 million.3

Those figures are expected to grow significantly by 2025 and that population will likely want a place to provide a sense of community, purpose, passion through shared experiences, particularly as the trend toward shorter-term employment stints continues.

In addition to education and networking, work group participants suggested that CoreNet Global could create some type of business network that connects independent workers and subject matter experts with potential business opportunities. The notion of going beyond education and networking to being a hub for people looking to find their next business opportunity could be the whole reason that people join CoreNet Global in 2025, some members suggested.

The CoreNet Global membership could be as important – if not more important – than a corporate affiliation in the future because it will remain as a constant throughout a person’s career. People are moving jobs more frequently. There is less loyalty from both the employee’s and the employer’s standpoint, members noted, and that has been a longstanding trend that will continue.

One of the benchmark studies for job hopping in the U.S. is a Bureau of Labor Statistics study from 1979 that showed that people surveyed held an average of 11.9 jobs between the age of 18 and 48. Half of those job changes occurred in the early years of 18-24.4 More recent research is conflicting, likely with the Great Recession skewing some of the results. However, LinkedIn conducted research on jobs held by people on its network and found that between 1986 and 2010, the average number of companies professionals worked for in the five years after they graduated has nearly doubled. Professionals who graduated between 1986-1990 averaged 1.60 jobs during their first five years working, whereas those who graduated between 2006-2010 averaged 2.85 jobs.5

If you are working in a more isolated environment, it may be critical to have access to people with whom you can collaborate and share information. Technology allows people to work independently or work outside of the core business environment already and still be a part of a bigger group. However, the need for human relationships, feeling included and being part of “something bigger

---

than yourself” will require creative community making. Many work group participants noted a valuable, though probably less-articulated benefit to association belonging; a “group therapy” element that will be vital to helping people cope with new ways of working in 2025.

**FUTURE FORECAST:** By 2025, CoreNet Global will transition from a traditional membership model to a consumer-driven organization allowing immediate access to people, experiences and information.

Associations have been grappling with the issue of new and “hybrid” membership models for some time. National Public Radio broached the subject of new membership models several years ago with a report that suggested alternatives that included a move to “open-source” associations where developer groups could access online collaboration tools, gather input and generate ideas that are shared broadly with the membership. Adrian Segar, author of Conferences that Work: Creating Events that People Love also articulated an idea for an “unmembership” model that breaks down barriers for traditional formal members – those who pay dues – and informal members – those who have a significant connection to an association, but might participate and interact with the group in a more flexible and less structured way.6

According to a recent Meetings & Conventions article, associations also are testing new membership models to attract Millennials.7 Some groups are introducing discounted rates for young members, while others offer a free membership for students with the hope that it will lead to more paying members as students enter the workforce. The article noted that some groups are finding that “Millennials spend their money and time differently than previous generations, and it might take more than reduced or free membership rates to entice them to commit.” CoreNet Global is already experiencing the challenges related to this today.

What is clear is that belonging for the sake of belonging isn’t going to work in the year 2025. That was the overwhelming consensus of the work groups that gathered to discuss the future of membership, a vital ingredient in an association experience. CoreNet Global’s membership growth to date has been entirely organic with most people joining because a boss, colleague or co-worker tells them they should. The word-of-mouth endorsement of the organization will still be powerful, but the value proposition will need to be even more compelling in more immediate, tangible ways.

Some believe that the best solution for future membership models is to create more tiers and options that will allow people to access content and participate in various programming and events. A new model might allow members to pay for levels of service and access to the community, perhaps with bundled or unbundled options. For example, membership could differentiate between a virtual and physical presence.

As previously noted, the gig workers of the world will push the cost and value-add proposition of CoreNet Global membership to the forefront. Many work groups coalesced around the notion of a more flexible membership model in the future, such as a pay-as-you-go option with different levels of access versus paying one big annual fee. Some potential options for the future include:

- **Freemium:** Several associations are starting to use this model making basic membership free. Programs, products and services all have separate fees. A la carte access allows members to pay for only those things they want and need and offers some value-engineering on eliminating extra costs for things they do not use. The advantage of this model is that it can increase membership, creates critical mass for networking, collaboration and thought leadership, might reduce operating cost and as noted above provides flexibility. Concerns remain, however, as organizations still need to pay for programs and services but may have no associated revenue to support those program and services. This model perhaps provides for the most uncertainty and financial risk to the association.

- **Need-Based Model:** Another model that some associations are looking at is based upon need and value. CoreNet Global’s current model, for example, is based on a functional distinction between end users and service providers. This distinction does not account for how any member gets value from the association and the FutureForward 2025 work groups generally found the distinction less useful. By contrast, a needs-based model looks at what members want to gain from the association and develops membership categories based on those needs. For example, a person interested in learning might be offered a learning membership with products, programs and services tailored to learners.

- **Loyalty Model:** Members/consumers would be able to access certain advantages for being “frequent flyers,” e.g. greater participation would equal greater benefits. This model would augment the traditional model, but would provide discounts based upon usage. A points system could reward members, for example, with discounts based upon volunteer hours spent teaching professional designation courses, earning professional designations, attending local chapter events, presenting at Global Summits, contributing to research and content, leadership positions held and years of membership.

- **Subscription Model:** This flexible model might be a viable option for those who have to pay for their own membership. The best example of this model, in the consumer arena is Netflix – for a low monthly fee you get full access to a vast library of content. Also, with Netflix, users can terminate their commitment when it is not useful and then reactivate it when needed. CoreNet Global could provide a subscription to all of its content and networking for a low monthly fee. And the model is flexible enough to include different tiers with lower tiers getting less included benefits and higher tiers getting premium benefits.

---


Young Leaders, those in the gig economy, and those changing careers may fall into this category of those who need “something” from CoreNet Global, but they might not want everything he association offers, leading to more à la carte offerings and products. Additionally, this model might entice engagement from professionals in HR, IT, procurement as well as other internal support functions. The assumption being that professionals from those backgrounds might want to have a better understanding of CRE and CoreNet Global could be the place to get it in a customizable fashion.

A Market Shift: The Sharing Economy

Beyond membership rates, classifications, purchase models and financial realities, associations will need to embrace a significant societal shift afoot that points to a rise of collaborative consumption and a sharing economy model that has disrupted many industries with notable examples such as Airbnb and Zipcar. According to ASAE ForesightWorks, the sharing economy will continue to grow globally and expand into new areas of commerce. For example, ASAE cited data from eMarketer that forecasts that the sharing economy use among U.S. adults will rise from 10.8 percent in 2016 to 15.3 percent in 2020. ASAE also noted that there is an opportunity for organizations that broker exchanges between owners and users to play a “pivotal role” in the sharing economy and the peer-to-peer exchange of goods or services. Clearly, the sharing economy is causing disruption in some industries and forcing change among traditional models. For example, some credit Airbnb with driving positive change in the hotel industry, such as raising the level of quality and service, Airbnb has undoubtedly brought added pressure to many cities around the country with added inventory at a variety of different price points. One research report that studied the impact of Airbnb in the Austin, Texas market found that Airbnb properties negatively impacted hotel revenues by between 8 and 10% with low-priced hotels and hotels that did not cater to business travelers recognized as those that were more adversely affected. The Rise of the Sharing Economy: Estimating the Impact of Airbnb on the Hotel Industry.” Georgios Zervas, Davide Proserpio and John Byers. Nov 18, 2016. Boston University School of Management. http://people.bu.edu/zg/publications/airbnb.pdf

CoreNet Global may be able to capitalize on being a trusted source that facilitates members sharing knowledge, information, job tasks and the like as identified further in the FutureForward 2025 Information & Content workstream report. A sharing economy model means that the organization would need to establish strong core values upon trust, authenticity and transparency with members. CoreNet Global would likely need to demonstrate that it focuses on selling experiences, not products. In so doing, members may be more likely to share and derive member value if the opportunities to do so accomplish at least some of the following as noted in a recent Text 100 article:

1. Social – Provides opportunities to meet new people
2. Economic – Enables members to save money
3. Practical – Saves time
4. Helpful – Contributes to a greater good

A sharing economy approach has the potential to encourage greater member engagement and collaboration, both key ingredients in fostering a sense of belonging and retaining members. These suggestions individually, collectively or in parts could address the evolving needs of members and better align to changing consumer demands.

3 FUTURE FORECAST: By 2025, CoreNet Global’s value proposition will become more diverse to meet the diverse needs of members and customers irrespective of geography, member category or career stage.

CoreNet Global is working to adapt to the transformation occurring within the corporate real estate profession and also the changes within its own membership. This section will discuss why the “how” of belonging to CoreNet Global will need to evolve over time. Currently, CoreNet Global does offer different categories of membership that offer different fees and levels of access that include:

- Corporate end user
- Service provider
- Economic developer
- Young leader
- Academia
- Student
- Retired Professional
- Journalist/Media

Roles Changing, Lines Blurring

The lines are blurring between the traditional membership categories of end-users and service providers and have been for some time. The lines are also blurring between traditional corporate real estate and other roles, such as IT and HR. The separate silos

---


for the different functions that once existed are disappearing as those groups are increasingly teaming up to support the workplace and employee experience.

Historically, CoreNet Global’s business model has been built upon the distinction between the roles end users and service providers play; however, the distinction in practice isn’t always so clear. FutureForward 2025 work groups highlighted a need for a membership model that reflects this new reality.

The shift to outsourcing various facilities and CRE-related functions to service providers has been a growing trend over the past two decades. With greater outsourcing and reduction in the size of internal teams at end user companies, more and more responsibilities, strategic or otherwise, are being assumed by service providers. In fact, many service providers now work as extensions of internal corporate real estate teams. On the corporate side, CRE groups are becoming smaller and smaller as more and more tasks, such as engineering, facilities management, security and leasing services have been outsourced to third-party firms.

Proactively eliminating any separation that exists between end-users and service providers was discussed and advocated for as most work group participants did not identify a need to do so as there is no separation in training that CRE professionals need regardless of whether they work for an end-user or a service provider.

One work group participant noted: “As service providers become the incubators for the talent in the industry there has to be a little bit more leveling in the pricing and the tiers in membership, because the shift in service providers outnumbering end-users is only going to continue.”

The aspirational goal set forth by those groups was that the association continues its trend toward inclusivity that will promote the feeling of belonging among an increasingly diverse global membership.

Shifts in Gender & Diversity

There was consensus that CoreNet Global’s membership composition remains primarily white, middle-aged males though gender and age data has not been historically collected by the association. Those in the most senior-level corporate real estate roles on either the end user or service provider side most especially align with this particular demographic. The association is attracting a more diverse membership in recent years, including more female and persons of color. However, the imbalance is still palpable when compared to global demographic trends.

Specific to age, there is a distinct barbell effect evident today with an aging population on one end and an incoming population of younger workers at the other end. On one end, the global population age 60 and over is rapidly growing. In 2017, the global population of people over the age of 60 was estimated at 962 million, Europe has the highest percentage of people over the age of 60 at more than 25 percent. The 60 and older population is forecast to grow to 2.1 billion by 2030.10

On the other side of the spectrum, the younger cohort of those age 15-24 represent 16% of the population at 1.2 billion. Multiple research sources have predicted that Millennials will make up 75% of the workforce by 2030. The challenge that poses for associations is how to remain relevant to a very diverse group at different stages of their careers. How can CoreNet Global leverage the knowledge and experience of the older generation before they retire? Could CoreNet Global create a stronger mentorship program among both its older and younger membership, where learning goes both ways?

Other key global demographic findings from the U.N. report include:

- More than half of the anticipated growth in global population between now and 2050 is expected to occur in Africa.
- Africa also will be home to a very young population. By 2030, 57% of the African population will be under the age of 25, which is actually a slight decline compared to the 60% under 25 as of 2017.
- High levels of global mobility will continue to shape global demographics though immigration debates continue to be top of mind around the globe. Between 2015-2050, the top destinations for international migrants (receiving more than 100,000 migrants annually) are projected to include:
  - United States
  - Germany
  - Canada
  - United Kingdom
  - Australia
  - Russian Federation

---


---

**FutureForward 2025: BELONGING**
According to a recent Pew Research Center analysis of labor statistics in 114 countries, women make up 40% of the workforce in more than 80 countries globally. It also is interesting to note that the top five countries with the highest female representation in the workforce are all in sub-Saharan Africa. Zimbabwe and Malawi lead the list with more than 52% of female share in the labor force, followed by The Gambia (50.8%), Liberia (50.6%) and Tanzania (50.5%). Women also represent nearly half of the workforce in the U.S. and the European Union at 46.8 and 46.5% respectively.¹¹

When CoreNet Global looks ahead to who its members might be by 2025, changing global demographics provide a clue to what the organization can expect in the years ahead. On one hand, many countries are dealing with an aging population with some forecasts that indicate that seniors will be staying on the job on a full- or part-time capacity and working later in life past the typical retirement age. This will require associations such as CoreNet Global to focus on providing relevant programming for a diverse membership across all stages of their career, as well as putting careful thought into how to use those older members as resources and mentors.

On the other hand, the future of the workforce in 2025 will be keenly focused on Millennials and the incoming Generation Z behind them. According to a recent Bloomberg article, Gen Z is expected to overtake Millennials in 2019 when they account for 32 percent of the global population of 7.7 billion as compared to the 31.5 percent for Millennials.¹² Young Leaders represent the fastest growing segment of CoreNet Global’s membership. This sector is not of the Rotary Club mindset and will need a compelling reason to seek and stay in a membership organization as noted above.

There has already been considerable research and analysis on what makes the Millennial generation tick. Some of that marketing research has made sweeping generalizations that are not entirely accurate. Most research tends to agree that Millennials are very tech savvy, less materialistic and more highly educated than previous generations. Some say they like to collaborate, share and know they are valued. They grew up in an era of play dates and activities that were highly organized, scheduled and structured. This can spill over to their expectations of employers and associations, an expectation that someone else curates and they show up when scheduled. That is one of the reasons why catering to knowledge workers is very challenging, because they have very high demands and expectations, which applies both to their employer and the associations to which they choose to belong.

This group of up-and-coming young talent also is aging, which likely will drive more changes in their preferences and values over time. Research varies on where to exactly divide those generational lines. The Bloomberg article grouped Millennials as those born between 1980-2000 and Gen Y as anyone born after 2001. What that means is that by 2025 Millennials will range between the ages of 25 and 45 with the leading edge of Gen Z at 24 who will just be beginning to make their presence felt in the workforce. Combined, Millennials and Gen Z will represent the majority of the workforce globally and those younger populations are even more pronounced in some regions, such as Africa.

The future for many associations hinges on capturing a younger generation of members. Associations need to attract and retain those members now as Millennials will represent an estimated 75 percent of the global workforce by 2030.¹³ Joining an association could be a viable option for Millennials who value professional development and are hungry for resources that help them develop leadership skills, but feel like they are not getting the support from their employers.

According to Deloitte’s 2018 Millennial Survey, a majority of respondents, 82% of Millennials and 75% of Gen Z, would like business to take a lead role in readying people for the Fourth Industrial Revolution or Industry 4.0.¹⁴ However, a minority feel this is happening. Just 36 percent of Millennials and 42 percent of Gen Z respondents reported that their employers were helping them understand and prepare for the changes associated with Industry 4.0. Likewise, the survey also found that a minority of 38% of Millennials and 41% of Gen Z workers see membership in clubs, societies or organizations outside of the workplace as important in helping them perform their best. So, that does open the door for professional associations such as CoreNet Global to add value in offering membership in a community that can assist in professional development, networking and career advancement.

Building an inclusive community is especially important to attract and retain younger members who are looking to navigate in a new industry. Historically, people have often ended up working in corporate real estate by chance, and that is still the case for many newcomers. However, it also is interesting to note that research shows that Millennials think about and define diversity in different ways than members of previous generations. Baby Boomers and Gen Xers tend to think of diversity in terms of protected classes, whereas Millennials are more focused on cognitive diversity, or diversity of thoughts, ideas and philosophies.¹⁵

### Breaking Boundaries

As referenced above, the level of global mobility is at “unprecedented” levels, according to the World Economic Forum. There are an estimated 1 billion migrants in the world, which represents one-seventh of the total global population and includes 763 million internal migrants that are relocating to other regions within their home countries.¹⁶


Likewise, the trend towards urbanization is ongoing. Today, 55% of the world’s population lives in urban areas, and that percentage is expected to increase to 68% by 2050, according to data from the United Nations. Projections show that urbanization, the gradual shift in residence of the human population from rural to urban areas, combined with the overall growth of the world’s population could add another 2.5 billion people to urban areas by 2050, with close to 90% of this increase taking place in Asia and Africa.\(^{17}\)

CoreNet Global is already established as a global professional network with 45 chapters worldwide, including 17 outside of the United States. Those global chapters now span a variety of both developed and emerging markets. Members maintain that local chapter experiences will remain a vital part of the CoreNet Global value proposition, particularly when it comes to building a network and developing leadership skills. Chapter meetings will be an important vehicle for in-person interaction, but it was noted that there may be an increased interest amongst members in growing their network beyond their local community and learning from others in other markets.

As the global economy continues to expand, there is an opportunity for CoreNet Global to strengthen that global network. Emerging markets represent a tremendous opportunity for CoreNet Global to strengthen that global network. Emerging markets could add another 2.5 billion people to urban areas by 2050, with close to 90% of this increase taking place in Asia and Africa.\(^{17}\)

Members maintain that local chapter experiences will remain a vital part of the CoreNet Global value proposition, particularly when it comes to building a network and developing leadership skills. Chapter meetings will be an important vehicle for in-person interaction, but it was noted that there may be an increased interest amongst members in growing their network beyond their local community and learning from others in other markets.

As the global economy continues to expand, there is an opportunity for CoreNet Global to strengthen that global network. Emerging markets represent a tremendous opportunity for CoreNet Global to strengthen that global network. Emerging markets could add another 2.5 billion people to urban areas by 2050, with close to 90% of this increase taking place in Asia and Africa.\(^{17}\)

The power of the CoreNet Global network begins for many at the local level with hundreds of ways to plug into our vast network.

Global networking is increasingly important, not only due to the global expansion of corporate footprints, but also the reality that CRE professionals now have careers that take them all over the world. In the future, the member experience will not be bound by geography. There will be more effort made to connect with other members across geographies and different time zones with both face-to-face events/meetings and virtual or tech-enabled interfacing. The ability to communicate easily across geographies and time zones and meet virtually will make it easier for those who live in disparate regions to meet, collaborate, work on problems and resolve issues.

Some noted that while society is going through some temporary nationalistic approaches from the various governments across the globe, there was consensus that globalization of corporations is still full-speed ahead and it will continue to drive a demand and need for connecting across the globe.

Work group participants also identified that the definition of a chapter could evolve to be topical or project-focused with a beginning and an end, not always a local meeting model that extends indefinitely.

Belonging will be more flexible in 2025, allowing members to connect across geography, topic, passion, problem, project and timeframe.

### Career Stage

One question was raised consistently throughout the FutureForward 2025 project: Where does the next generation of CRE professionals come from? In the past, there were fairly robust internship programs and entry level positions where end-users could bring in someone with no direct real estate knowledge, and they could learn on the job. That often does not happen in many corporations today.

It is more common for people to come to CRE from finance or procurement mid-career, and they don’t have the same knowledge or view that corporate real estate is a true profession. Those who stumble into a corporate real estate role don’t come with the same understanding of the value of strategic management of a real estate portfolio, nor do they come with the same basic training of those who enter the career earlier. There was consensus that CoreNet Global has an opportunity to meet the needs of this ever-increasing group.

However, many corporate real estate jobs do have technical aspects that go along traditional lines of property management, project management and transactions. CoreNet Global needs to serve this constituent base as well, but now more than ever these jobs are pushing into workplace strategy and work enablement in a way that requires new and different skills.

The increasing diversity of the membership coupled with the varied responsibilities and roles professionals play in their companies points to the need for a diverse member value proposition that is relevant, customized and personal. CoreNet Global will need to address the stratification of experience and knowledge within the organization and offer different activities and learning to those different groups. One work group participant noted: “In most cases, you can’t peanut butter spread one topic across a large group. You have to tailor the message to the knowledge and experience of these different groups.”

Identifying and attracting professionals who are at the mid-point in their careers and are crossing over into CRE from other areas such as finance or procurement will be an ongoing challenge for CoreNet Global in the coming years.

---

Corporate real estate isn’t just about real estate anymore. It is about solving business problems. Those problems affect HR, IT and business units, and CoreNet Global can broaden its appeal to those groups, too. There is an opportunity for CoreNet Global to become an essential organization for people who don’t consider themselves to be corporate real estate professionals. CRE professionals are no longer focused solely on the brick-and-mortar experience, but rather their mission is to more broadly support the company and employee experience by bringing together people, place and technology. More organizations now have an expectation that workplace strategy be developed in partnership with IT, HR, finance, security, and other business groups along with a company’s leadership. Although the membership does not yet reflect that shift to non-CRE professionals, many members believe that expanding beyond CRE may be a key opportunity for CoreNet Global to serve corporate enablers collectively.

Increasingly, there are examples of people from other roles within an organization who are taking an interest in real estate. They see the workplace as the nexus of a number of things. Where an organization chooses to locate a site has a significant impact on labor, including the quality, quantity and cost of those hires. In addition to having a significant financial impact, the physical environment has a huge impact on corporate culture.

Companies want to understand from a business model perspective how real estate can be impactful in their businesses. CoreNet Global can help facilitate that understanding of real estate across different parts of the organization.

In its Corporate Real Estate 2020 research project produced in 2012, CoreNet Global predicted that the CRE role would evolve to also incorporate HR and IT. The Great Recession may have slowed that progression down to some extent, but the path remains clear, many surmised, for CRE professionals to become an enterprise player if they better connect the digital and human experiences.

For many years, if a CRE team designed and built a new facility that was on time and on budget it was viewed as a success. Now those projects also are evaluated on how they are an extension of the corporate brand, or how well the facility does at improving employee engagement. There are so many dimensions now than in the past. That same shift in thinking can be applied to what people expect when belonging to an association. Members expect their association to have thought about their entire journey in making sure it is welcoming, productive and engaging, all while expanding their ability to become more effective in their careers.

Some people make the mistake of looking at advances in technology and the digital revolution as if it were merely enhancing traditional CRE activities by giving people new tools, similar to the move from the typewriter to the more business-friendly personal computer. However, technology has a much bigger influence. Automation, robotics and artificial intelligence (AI) are all having a direct effect on the built environment in ways members could not have imagined three years ago.
benefits, but at some level they also want to feel that the employer that they are affiliated with is doing something greater. There was consensus that members will want the same thing from CoreNet Global and other organizations to which they belong.

A recent report from ADP on the changing nature of work states that “today’s workforce is more and more guided by a search for meaning or doing important work rather than by simply earning a paycheck with good benefits.” More specifically, employees want to work on projects that are personally meaningful, have a positive impact on society and benefit people’s well-being. ADP noted that employers that recognize this need are now involving their employees more closely in the mission of the organization. ADP cited Google as one example where the company experimented with this idea of supporting employee’s goals by earmarking 20 percent of each employee’s time for working on anything they are personally passionate about.

In addition, Deloitte’s 2017 Volunteerism study that surveyed U.S. workers found that creating a culture of volunteerism in the workplace can help to boost morale, the workplace atmosphere and brand perception. Some of the notable key findings include:

- 74 percent of respondents believe that volunteerism provides an improved sense of purpose.
- 77 percent believe that volunteerism is essential to employee well-being.
- 89 percent of the respondents think that company-sponsored volunteer activities create a better working environment.

The main mission for professional associations is to connect its membership and help to educate and develop their skillsets. But beyond that, a natural question to ask is how the organization is applying all of that to greater human problems. Could CoreNet Global play a bigger role in tackling issues that touch real estate, such as transportation or the impact of development sprawl on the environment? Another question is whether that CSR is more important to younger members coming into the industry?

There is a potential downside risk to belonging if CoreNet Global were to align with causes that could alienate some members. Choosing what issues to tackle might be a challenge, but people are demanding more CSR from the companies that they work for today. So, it is no surprise that they would also demand some of the same efforts from their associations.

**FUTURE FORECAST:** By 2025, technology will enable a frictionless member experience with ease of access, just-in-time connectivity and flexible, on-demand content.

Many believe that one of the fundamental objectives of the CoreNet Global community in the future will be delivering a frictionless experience for networking, education and professional development. In the future, it will be fast and easy to connect with others in person and virtually. The importance of in-person interactions will not go away, but technology will make it possible to have seamless, virtual experiences, allowing for greater possibilities to get a sense of belonging.

It is impossible to ignore the convergence of the digital and physical worlds that is changing how, when and where people connect, learn and share information. Accenture noted in its 2018 Digital Consumer Survey that the “blending of the digital and physical worlds is evolving from a wide range of parallel services to a truly seamless experience.” Some of the key findings from its survey of 21,000 online consumers in 19 countries include:

- Stand-alone digital voice assistant devices, such as Alexa, OK Google and Hey Siri, are leading the evolution toward blended digital and physical experiences.
- Consumers want more than just fun from augmented and virtual reality.
- Consumers are in search of simplified, flexible and engaging subscription over-the-top (OTT) video experiences.

People are becoming increasingly used to having their own personal, virtual concierge that can do everything from order a pizza to search for data and facts with a voice command. According to Accenture, the year-over-year growth in ownership of stand-alone digital voice assistant (DVA) devices is greater than 50% in all countries surveyed. And if stated purchase plans hold, DVA device ownership will reach one-third of the online population in China, India, the U.S., Brazil and Mexico by the end of 2018. The question for associations is how to develop and offer these blended experiences to their customers.

It is important to recognize the impact technology will have on changing what members need from their CoreNet Global membership. Certainly, technology is changing the skillsets and automation could result in jobs that are eliminated in the future. CoreNet Global is a very tangible, non-superficial way to belong with a greater professional purpose. Some work group teams posited that CoreNet Global could provide a place people go to for upskilling and support in finding new jobs in the future.
Automation will be a gamechanger across industries and within the CRE profession. According to ASAE ForesightWorks, automation is expected to disrupt work structures and push organizations to rethink how work is performed and managed—and even of how people find meaning and engage with society. In the medium term, automation will tend to take over activities within jobs rather than displacing entire occupations. What that means for many is that they leverage automation to offload manual tasks, ultimately making them faster, more efficient and more productive. However, automation is expected to move quickly up the value chain. In the next few years it will start to affect knowledge workers and executives. ASAE cited notable statistics on the impact of automation that include:

- U.S. data from the National Bureau of Economic Research shows that every new factory robot reduced local employment by 6.2 workers.
- McKinsey Global Institute noted that existing technologies could automate 45% of today's work activities, and about 60% of all occupations could see 30% or more of their activities automated.

Belonging will be more flexible with technology allowing members to more efficiently and effectively communicate and navigate the association's offerings. Technology allows belonging to happen in different ways, such as through email, social media and video conferencing so that an individual does feel more connected and also can access information and expertise.

People are more globally connected via the Internet, smart phones and social media. According to the new 2018 Global Digital report from We Are Social and Hootsuite, there were 4.02 billion internet users in 2018 and an even bigger number of mobile phone users at 5.14 billion. In addition, the report found that social media users rose 13% in the past year to a total of 3.2 billion. Facebook tops the list as the largest social media network with nearly 2.2 billion users worldwide.

Some of the key areas noted where CoreNet Global could leverage technology to build a stronger community that offers advantages include:

**Building an instant community:** Technology could potentially allow members to build a network in 10 days, not 10 years, one work group participant noted. There would be the ability to tap into the larger community to connect with those who have the same interests, which gives members access to resources to aid in resolving issues. Traditionally, CoreNet Global has provided the platform to facilitate networking and building relationships over years of engagement.

Technology is key to being able to identify people who have similar interests. People are more accustomed to networking and social media apps, such as LinkedIn and Facebook that help to connect them with people they might know or want to know. Can CoreNet Global offer something similar to provide a more curated, relevant networking experience to its members around the globe?

CoreNet Global is already home to a substantial network of experts that spans a variety of different functions from architects and project managers to end-users and service providers. Creating a central repository online where you can go and find someone who specializes in an area such as change management, for example, would provide added value to membership. In effect, CoreNet Global could become the matchmaker for people in their quest to fulfill the particular needs.

**Seamless technology platforms:** App-based platforms could enable audio, video, and allow for telepresence. CoreNet Global could facilitate on-demand, real-time connectivity across geographies on a variety of topics based on geography, topic, passion, problem and project.

Real-time translation: Translation would allow content to be shared globally in real-time that would allow conversations and meetings to occur spontaneously to improve connectivity with the CoreNet Global community around the world.

**Privacy and security:** Both topics are increasingly a major concern and CoreNet Global would need to ensure users of its technology platforms that their privacy would be maintained and that the security measures are in place.

**Customization/personalization:** Members will be expecting a belonging experience that offers greater customization and personalization as choice will be vital. The “one size fits all” approach will not work in the future as there will be a heightened demand for the organization to provide “something for everyone.” Certainly, the ability to give everyone exactly what they need, when, where and how they need it is a tall order – and most likely won’t be entirely realistic. Yet there is an opportunity for the

> “I can have my own custom experience within CoreNet Global. I’ll find, connect to, and share the content, the events, the ideas and the people I care about. My experience will be curated. It won’t be complicated, and I won’t have to struggle to figure it out. In the future, if I have to work hard to feel like I belong, I will not want to be part of an organization. It has to be easy for me. Too many other organization options will be available to me, and they will be streamlined and intuitive.”

~ New York City Chapter of CoreNet Global, answering the question, “Do I Belong?”
association to leverage technology to collect data and through machine learning and A.I. be able to offer a more curated and tailored experience to its members in the future.

**Virtual membership – Avatar:** The concept of a virtual membership was explored, including the idea that members could use an avatar to join the organization and build a professional network. Personal avatars could enable a member’s participation and engagement when it fits his or her schedule as opposed to trying to rearrange a personal schedule to fit a particular CoreNet Global activity or event.

**Conclusion**

In conclusion, the work groups that convened to explore the future of belonging reached general consensus that membership will still matter and be highly valued in 2025 if the organization provides meaningful, frictionless experiences leveraging technology. The association will need to broaden its appeal to those outside of corporate real estate to enhance the value proposition and to promote greater diversity of thought. Fostering a culture of inclusivity, new membership models may replace traditional ones, but the powerful sense of community created in a trusted, collegial environment will remain hallmarks of the professional association for years to come.
Thank you to the many individuals and organizations that participated in this important initiative.

In-Person Meeting Participants

**BELONGING**

*London*

- **James Crisp**, Partner - Account Management, Cushman & Wakefield
- **Iain Franklin**, Head of Consulting, Corporate Solutions UK, JLL
- **Ben Goedegebuure**, Global General Manager EMEA, Maritz Global Events
- **Chris Kane**, Director, Six Ideas UK Limited
- **Richard Middleton**, Head of Occupier Services, EMEA & APAC, Cushman & Wakefield
- **David Mirmelli**, MCR, AVP, Corporate Real Estate - Asia Pacific, Cognizant
- **Martine Verhoeven**, Manager Business Development, HaskoningDHV Nederland B.V.

*Singapore*

- **Emma Britton**, Chapter Administrator, Singapore Chapter
- **Grit Henoch**, MCR, Account Sales Director, PDS APAC, JLL
- **Al Kinisky**, SLCR, Real Estate Strategist, SAP
- **Sylvia Koh-Gratton**, MCR, SVP, Head of Asset Value Creation and Management, CapitaLand Commercial Ltd.
- **Manoj Mundasada**, Area Manager - Transaction Advisory, Vestan Global Workplace Services Pvt. Ltd.
- **Kumar Shaliesh**, MCR, Regional Head - ASEAN & South Asia; Supply Partner Management, Standard Chartered Bank
- **Sigrid Zialcita**, Global Thought Leader and Strategist

*Northern California*

- **Nadira Akbari**, MCR, Vice President, Avison Young
- **Michael Bangs**, VP Real Estate and Facilities HQ, Oracle America, Inc.
- **Greg Bogue**, Chief Experience Architect, Maritz Global Events
- **Tracy Hawkins**, Global Head of Real Estate & Workplace, Twitter, Inc.
- **Melissa Pesci**, Architect, HGA Architects and Engineers
- **Bill Roberts**, Executive Managing Director, Cushman & Wakefield
- **Matt Werner**, President, EFM, CBRE

*Chicago*

- **Gary Adelman**, Regional Vice President, Global and Strategic Customers, Mohawk Group
- **Greg Bogue**, Chief Experience Architect, Maritz Global Events
- **David M. Harris**, Executive Managing Director - Global Occupier Services, Cushman & Wakefield

*New York City*

- **Rick Bertasi**, Head of Real Estate & Facilities, Bridgewater Associates, LP
- **Sheryl Etelson**, Director, U.S. Properties, fhi360
- **Eleanor Forster**, MD North America, Leesman
- **David Kamen**, MCR, Americas Real Estate Services Leader | Business Enablement, EY
- **Dimitri Mortsakis**, Director of Sales & Marketing, CRS - Corporate Relocation Systems
- **Jessica Pernicone**, MCR, Executive Director, Solutions Development, JLL

**CONVENING**

*London*

- **Martin Clarke**, MCR, Sr. Vice President - Global Head of Workplace Services, Northern Trust
- **Niru Desai**, Strategic Leader and Design Thinker
- **Jane Hales**, Managing Partner & Founder, Sapio Research
- **Kathleen Hartigan**, Director of Enterprise, EMEA, WeWork
- **Gloria Mamwa**, MCR, Regional Head of Property, Africa & Middle East, Standard Chartered Bank
- **Brigid Morahan**, Transaction Manager, CBRE
- **Paul Oortwijn**, Projects Director, Global Workplace Solutions, EMEA, CBRE

*Singapore*

- **Shuchita Balasingsam**, MCR, Head of Agency, Zerin Properties
- **Iolanda Meehan**, Managing Partner Asia, Veldhoen + Company SEA Pte Ltd
- **Peter Prischl**, Managing Director, International: Global Head of Corporate Real Estate, Drees & Sommer SE
- **Maria Russo-Fama**, Director Client Solutions, BGIS
- **Ian Terry**, Managing Director, Singapore, Freemanxp
Northern California

Michael Casolo, MCR, Head of Projects & Engineering, Bridgewater Associates, LP
Alyssa Chaulklin, Business Development, WB Engineers + Consultants
Christina Clark, Managing Principal, Cresa
Chris Grinsted, MCR, REWS Business Partner, Google
Mo Husseini, SVP Design, Freeman Company
John Lucas, Vice President of Global R.E. & Workplace Svcs, Juniper Networks

Alyssa Chaulklin, Business Development, WB Engineers + Consultants
Christina Clark, Managing Principal, Cresa
Chris Grinsted, MCR, REWS Business Partner, Google
Mo Husseini, SVP Design, Freeman Company

Chicago

Mo Husseini, SVP Design, Freeman Company
David Kamen, MCR, Americas Real Estate Services Leader | Business Enablement, EY
Deborah Murphy, Executive Vice President of Marketing for Corporate Solutions, JLL
Careena Otieno, Sr. Marketing Manager, CBRE
Sharon Taylor, Asst Vice President - Facilities, Centra Credit Union
Jaclyn Travis, Marketing Director, CBRE

New York City

Ellen Albert, Executive VP, Viacom International, Inc.
Chris Calhoun, MCR, Vice President Real Estate & Workplace Strategy, T RowePrice Associates
Mo Husseini, SVP Design, Freeman Company
Christopher Kelly, President & Chief Development Officer, Convene
Stephen Macnee, CEO, Serraview America, Inc.
Melodee Wagen, MCR, President, Workspace Strategies, Inc

INFORMATION & CONTENT

London

Tom Carroll, Director, JLL
Andrew Hallissey, Executive MD - EMEA Occupier Services, Colliers International
Anna King, Founder & Director, Infomare Ltd
Dr. Craig Knight, Honorary Research Fellow University of Exeter, Haddleton Knight
Martha McGilliard, Operations Director UK, EMEA & Asia, MovePlan Ltd
Charles Morgan, Director International Corporate Real Estate, AT&T
Charles Tillett, Director Decision Support & Risk Management, GSK

Singapore

Monique Arkesteijn, Assistant Professor Real Estate Management, TU Delft
Shane Guan, MCR, Finance/Workplace Resources, CBRE Global Workplace Solutions
Maureen Mao, Vice President, DBS
Gene Sun, Vertical Market Leader, Healthcare APAC, Johnson Controls Co Ltd
Tim Vanderhoof, Senior Vice President, Business Development, Enterprise Florida, Inc.
Ricardo Chacon Vega, Workplace Strategist, M Moser

Northern California

Maura Hudson, Senior Managing Director, Global Corporate Services, Newmark Knight Frank
Curtis Knapp, MCR, Senior Principal, HOK
Alan McGinty, MCR, Senior Director, Global Workplace Innovation Group, Cisco
Kevin Sauer, MCR, Workplace Experience Leader, Amazon
Chris Zlocki, Executive Managing Director, Colliers International

Chicago

Gene Carr, Global Workplace Strategy Lead, Kellogg Company
Karen Gill, Vice President, Workplace Strategy, Fidelity Real Estate Company
Samuel Goldberg, Capital One
Gregg Raus, MCR, Executive Vice President, JLL
Jonathan Zeitler, Associate, Tenant Advisory Services, Transwestern Commercial Services

New York City

Francisco Acoba, MCR, SLCR, Managing Director, CRE Transformation, Deloitte Consulting, LLP
Christine Leach, Senior Project Manager, Mace North America
Peter Miscovich, Managing Director, JLL
Chris Stafford, MCR, Senior Director, Real Estate & Facilities, Vroom
Julie Whelan, Head of Occupier Research, Americas, CBRE
Glen Wong, SLCR, Vice President Transaction Sciences, Transwestern

LEARNING

London

Johannes Ketel, MCR, SLCR, SVP Real Estate Services, Bank of America Merrill Lynch
Nikos Liapis, Regional Sales Director, Large Enterprise EMEA, Targus
Patrick Morrissey, Chairman, GVA
Dr. Prof. Markus F. Peschi, Professor for Cognitive Science & Innovation Studies, University of Vienna and CSO of theLivingCore Innovation and Knowledge Architects
Katia Rizik, Dir, EMEA Strategic Projects, Steelcase SAS
Mark Vowles, Director, Unilever

Singapore

Angela Barwick, Solutions Consultant, Serraview
Aurelie Pillot, Business Development Manager, M Moser Associates Ltd
Bill Roberts, Executive Managing Director, Cushman & Wakefield
Elenore Wang, Head of AMU Greater China Financial Business Administration, Siemens Ltd., China Shanghai Branch
Tony Wong, MCR, SLCR, Director of Workplace Resources, APIC, Cisco Systems
Northern California

Simon Davis, Director of Sales, Saltmine
Barbara Donaldson, MCR, Vice President, Real Estate, Synopsys, Inc.
Sandra Jacobs, CEO & President, SideMark Corporate Furniture
David Kamen, MCR.h, Americas Real Estate Services Leader | Business Enablement, EY
Randall Smith, MCR, Vice President, Global Real Estate, Oracle Corporation
Angela Tomlinson, Market Development Director, Catalyst Workplace Activation

Chicago

Carrie Aldridge, VP Technology Consulting, JLL
Vik Bangia, MCR, CEO, Verum Consulting, LLC.
Cindy Beavers, Client Collaboration Consultant, Steelcase, Inc.
Margo Jadzak, Consultant
Brady Mick, MCR.w, Director of Strategic Design, Workplace, SHP Leading Design
Michelle Myer, MCR.w, SLCR, VP Americas Real Estate, Oracle America, Inc.
Rick Page, MCR, Senior Vice President, Special Assets Group, U.S. Bank, NA

New York City

Jason Aster, Vice President and Counsel, KBA Lease Services
T. Patrick Donnelly, MCR.h, Client Leader, BHDP Architecture
Sandra Oliver, SLCR, Section Chief, Global Real Estate, International Monetary Fund
Craig Robinson, Global Head of Enterprise Services WeWork | Powered By We, WeWork
Kay Sargent, MCR.w, Senior Principal - Director of WorkPlace, HOK

Hundreds of other members joined virtual sessions held over a period of six months.
Speakers, Facilitators & Consultants

**Greg Bogue**
Chief Experience Architect, Maritz Global Events

**Ben Goedegebuure**
Global General Manager EMEA, Maritz Global Events

**Terry Grim**
Partner, Foresight Alliance

**Jeff Hurt**
EVP
Education & Engagement, Velvet Chainsaw Consulting

**Mo Husseini**
SVP
Design, Freeman Company

**Don Levonius**
Principal Consultant, Victory Performance Consulting LLC

**Greg Lindsay**
Senior Fellow, NewCities Foundation

**Dr. Ken Montgomery**
Executive Director, Design Tech High School, Redwood City, California

**Josh Packard, Ph.D.**
The Packard Group, CEO, Associate Professor of Sociology, University of Northern Colorado

**Markus Peschl**
Professor, University of Vienna and CSO of the LivingCore Innovation and Knowledge Architects

**Marsha Rhea, CAE**
President, Signature i, LLC

**Veerappan Swaminathan**
Founder & Director, Sustainable Living Lab

**Rohit Talwar**
CEO, Fast Future
Writers

Beth Mattson-Teig, Belonging and Convening Reports
Keith Pierce, Information & Content and Learning Reports

Video Content Contributors

Rohit Bhargava, Innovation Expert and Bestselling Author
Mo Husseini, SVP Design, Freeman Company
Mary Kelly, PhD, CSP, CDR, US Navy (ret), Leadership Speaker/Author
Anna King, Founder & Director, Infomare Ltd
Robb Lee, Chief Marketing and Communications Officer, ASAE; The Center for Association Leadership
Don Levonius, Principal Consultant, Victory Performance Consulting LLC
Kelly McDonald, Owner & Founder McDonald Marketing
Josh Packard, Ph.D., The Packard Group, CEO, Associate Professor of Sociology, University of Northern Colorado
Marsha Rhea, CAE, President, Signature i, LLC
Jeffrey Saunders, Director, Copenhagen Institute for Futures Studies

Professionals Interviewed

BELONGING

Greg Bogue, Chief Experience Architect, Maritz Global Events
David M. Harris, Executive Managing Director - Global Occupier Services, Cushman & Wakefield
Tracy Hawkins, Global Head of Real Estate & Workplace, Twitter, Inc.
Dimitri Mortsakis, Director of Sales & Marketing, CRS - Corporate Relocation Systems
Josh Packard, Ph.D., The Packard Group, CEO, Associate Professor of Sociology, University of Northern Colorado
Jessica Pernicone, MCR, Executive Director, Solutions Development, JLL
Bill Roberts, Executive Managing Director, Cushman & Wakefield
Doug Sharp, MCR, President, Corporate Solutions, JLL
Lee Utke, MCR, Partner, The Roseview Group, LLC

CONVENING

Chris Grinsted, MCR, REWS Business Partner, Google
Mo Husseini, SVP Design, Freeman Company
Christopher Kelly, President & Chief Development Officer, Convene
Gloria Mamwa, MCR, Regional Head of Property, Africa & Middle East, Standard Chartered Bank
Iolanda Meehan, Managing Partner Asia, Veldhoen + Company SEA Pte Ltd
Jaclyn Travis, Marketing Director, CBRE

INFORMATION & CONTENT

Gene Carr, Global Workplace Strategy Lead, Kellogg Company
Tom Carroll, Director, JLL
Andrew Hallissey, Executive MD - EMEA Occupier Services, Colliers International
Maura Hudson, Senior Managing Director, Global Corporate Services, Newmark Knight Frank
Peter Mischovitch, Managing Director, JLL
Julie Whelan, Head of Occupier Research, Americas, CBRE
Chris Zlocki, Executive Managing Director, Colliers International

LEARNING

Carrie Aldridge, VP Technology Consulting, JLL
Jason Aster, Vice President and Counsel, KBA Lease Services
Angela Barwick, Solutions Consultant, Serraview
Simon Davis, Director of Sales, Saltmine
T. Patrick Donnelly, MCR.h, Client Leader, BHDP Architecture
Aurelie Pillot, Business Development Manager, M Moser Associates Ltd
Randall Smith, MCR, Vice President, Global Real Estate, Oracle Corporation

OVERVIEW

Karen Elzey, Executive Managing Director, Occupier Consulting, CBRE
John Forrest, Global CEO, Corporate Solutions, JLL
Mo Husseini, SVP Design, Freeman Company
David Kamen, MCR.h, Americas Real Estate Services Leader | Business Enablement, EY
Kate Langan, Group General Manager Property, ANZ Banking Group
Josh Packard, Ph.D., The Packard Group, CEO, Associate Professor of Sociology, University of Northern Colorado
Steven Quick, Chief Executive, Global Occupier Services, Cushman & Wakefield
Veerappan Swaminathan, Founder & Director, Sustainable Living Lab
Sheridan Ware, Chief Information Officer, Asia Pacific, Cushman & Wakefield
Participating Chapters

Atlanta
Australia
Carolinas
Central Europe
Connecticut Westchester
Hong Kong
Japan
Malaysia
Mid-Atlantic
New England
New Jersey
New York City
Northern California
Ohio Kentucky
Philippines
Singapore
Tampa
Washington State

Board of Directors

Current:

Chair:
David Kamen, MCR
Americas Real Estate Services Leader | Business Enablement
EY

Immediate Past Chair:
Kate Langan
Group General Manager Property
ANZ Banking Group

Treasurer:
Michelle Myer, MCR, SLCR
VP Americas Real Estate
Oracle Corporation

Governance Committee Chair:
Barbara Donaldson, MCR
VP Global Real Estate & Facilities
Synopsys

Monique Arkesteijn
Delft University of Technology
Faculty of Architecture and the Built Environment
Department Management in the Built Environment
Section Real Estate Management & Development

Michael Casolo, MCR
Head of Projects & Engineering
Bridgewater Associates, LP

Erwin Chong
Head, Corporate Real Estate Strategy and Administration
DBS Bank Ltd.

Martin Clarke, MCR
Senior Vice President
Global Head of Workplace Services
Northern Trust

Jon Dandurand, MCR
Director Business Development
JE Dunn Construction

Shelley Frost, MCR
International Director, Head of Consulting
JLL

Paul Gioioso
Global Head, Corporate Real Estate
Johnson & Johnson

Andrew Hallissey
Executive Managing Director – Occupier Services, EMEA
Colliers International

Kay Sargent, MCR
Senior Principal | Director of Workplace
HOK

Bill Roberts
Executive Managing Director
Strategic Client Development
Cushman & Wakefield

Immediate Past:

Neil Austin
Vice President, Real Estate Portfolio
Management and Transactions Services
Omnicom Group Inc.

Vik Bangia, MCR
Managing Principal
Verum Consulting, LLC

Dr. Caroline Burns
Managing Director
Workplace Revolution

Shane Guan, MCR
Senior Director
Johnson Controls Account
CBRE | Global Workplace Solutions

Craig Youst, MCR
Executive Managing Director, Corporate Solutions | Americas
Head of Account Management
Colliers International

Matt Werner, MCR
President, Enterprise Facilities Management
CBRE | Global Workplace Solutions (GWS)

Staff

CEO:
Angela Cain

Staff Lead:
Sonali Tare, Director of Knowledge and Research

Contributing Staff:
Larry Bazrod, Chief Operating Officer
Katieleen Beeckman, VP, Global Chapter Development & Relations
Becky Binder, VP, Content Strategy & Development
Amy Dreher, VP, Learning & Professional Development
Jan Price, CAE, VP, Learning Operations
Henry Rosales, VP, Strategic Events
Tim Venable, Senior VP, Knowledge and Research
Partnering Companies

experient
A Maritz Global Events Company

Foresight Alliance

F R E E M A N

signature i

Velvet Chainsaw Consulting

Victory Performance Consulting LLC