CoreNet Global embarked on a 18-month initiative in 2017 to envision the association model of the future in four key areas. 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 executive summary provides further explanation of the project, and accompanies the four reports on: belonging, convening, learning, and information and content.

**Table of Contents**

A Message from the Global Chair ..........3
A Message from the CEO..................3
Discovering Bold Ideas for the Future of CoreNet Global .................4
FutureForward 2025 - The Inside Look ...........................................5
CoreNet Global FutureForward Overview ..................................8
Executive Summary ....................................9
The Future of Belonging.............................9
The Future of Convening.............................9
The Future of Information & Content .................10
The Future of Learning.............................10
Corporate Real Estate: Drivers for Change .................11

*Future Trends: Viewing Change from a Social, Technological, Economic, Geopolitical and Environmental Perspective* .................20

Acknowledgments ......................................... 29
Introduction

A Message from the Global Chair

FutureForward 2025, a strategic project that began in 2017, concludes with the production of four workstream reports that forecast how members will want to engage and interact with CoreNet Global by the year 2025 – and beyond. The ongoing work that stems from this powerful initiative and its insights will fuel our strategy for many years to come.

Together with Immediate Past Chair Kate Langan, ANZ Banking Group, we have partnered with current and former Board Directors and CEO Angela Cain to consider what’s next for the association in light of anticipated changes in the corporate real estate (CRE) profession. It was vitally important, however, to get input from a broader mix of members. This grassroots, collaborative effort has been perhaps the most inspiring of my many years in this association.

~ David Kamen, MCR.h, Chair, CoreNet Global

A Message from the CEO

It all began with a desire to engage members in creating a shared vision of the association’s future. From there, it grew into a globe-spanning project that afforded thoughtful engagement and meaningful insights into what the future may hold for CoreNet Global and corporate real estate professionals the world over.

CoreNet Global’s FutureForward 2025 project was a challenging one with a goal of obtaining a diverse mix of viewpoints and forecasts about the future of belonging, convening, learning, and information and content for the association. More than 131 members convened for in-person work sessions in Singapore, London, Northern California, New York and Chicago. More than 248 members joined virtual focus group sessions. And 18 local chapters conducted their own futures sessions that contributed to this body of work. Thank you for your dedication to the association and willingness to challenge tradition, explore opportunity and inspire innovation.

In addition, we employed a number of consultants, association industry partners and subject matter experts in everything from technology to geopolitics to the economy. Their guidance and unique perspectives helped challenge the groups’ thinking. I thank each of them for buying into the concept and aiding in our ambitious initiative. In particular, futurists Marsha Rhea, President, Signature i, LLC, and Terry Grim, Partner, Foresight Alliance, helped frame and facilitate FutureForward 2025 fresh on the heels of leading roles in the development of the American Society of Association Executives’ Foresight Works study.

The CoreNet Global Board of Directors and staff have also convened around the project and will use these final reports as guideposts for future strategic planning. I thank the Board for its leadership and willingness to actively support and fund this effort. And I thank the staff for the enthusiasm and sweat equity they put into bringing this project to fruition. In particular, I thank staff member Sonali Tare who served as the project manager and became masterful at herding butterflies. Myself included.

I continue to be in awe of the passion our members have for CoreNet Global and their strong desire to see it succeed for years to come. It’s refreshing. It’s energizing. And it’s why association work is incredibly rewarding.

What resonated most for me with this project was how much members value the sense of community that comes from their engagement in this organization – something they expect to value even more in the years ahead. Technological advancements, new modes of working and the pace of change will continue, but the human connection will remain at the very core of the association experience.

~ Angela Cain, Chief Executive Officer, CoreNet Global
Discovering Bold Ideas for the Future of CoreNet Global
By Marsha Rhea & Terry Grim

While it is not possible to predict the future, it is possible to see the forces of change, explore the range of possible futures and understand their implications. FutureForward 2025 engaged hundreds of members in a global dialogue using foresight practices to formulate bold ideas that would ensure the association’s relevance and indispensability for years to come.

This exercise in futures thinking aimed to answer three questions:

• **What do we expect will happen?** CoreNet Global used its own deep research about corporate real estate as well as research about the future of associations to assess how the future might unfold. CoreNet Global was an early pioneer in making extensive use of ASAE ForesightWorks, new research from the American Society of Association Executives Foundation, identifying more than 40 drivers of change for associations.

• **What could happen?** FutureForward 2025 thought leaders and explorers considered a range of critical uncertainties and alternative futures. Associations have to be ready with strategies that ensure success however the future does unfold.

• **What would we like to happen?** FutureForward 2025 was a collaborative exploration of what CoreNet Global members aspire to create within the profession and the association. CoreNet Global leaders will use these visions to mobilize the expertise and energy of its community to plan future association strategy.

*Foresight is about looking wider.* We widened our focus by studying the four workstreams and scanning the future using the different lenses of STEEP—social, technology, environment, economy and geopolitical. The dialogues occurred in different locations and virtually to gain different geographic and culture perspectives. Each face-to-face dialogue featured outside experts who could help frame the potential future. CoreNet Global members, given the long-term planning required in corporate real estate, quickly grasped the basics of foresight and were energized by this large-scale exercise in futures thinking.

Not surprisingly, members forecast technology will transform all four workstreams—belonging, convening, learning, and information and content—creating a more personalized and frictionless member experience. They used their knowledge of how changes in corporate real estate might impact who chooses to belong to CoreNet Global—the distinctions between end users and service providers are blurring and the functional roles within organizations are becoming more integrated to achieve strategic objectives.

*Foresight is about looking longer.* We looked to 2025 and beyond. It’s difficult to accurately anticipate the rate of change. Some technologies members eagerly anticipate will prove challenging to deploy. CoreNet Global leaders face many difficult decisions about where to invest to make possible what members have envisioned through FutureForward 2025. Looking longer isn’t only looking to the future; it is also looking back to the past and understanding what must endure in some form. FutureForward 2025 participants discussed how essential CoreNet Global programs like the Global Summits and certification programs might evolve to remain relevant.

_Foresight is about looking deeper._ The participants in the think tanks and virtual sessions were challenged to think boldly and go outside today’s possibilities and their own comfort zones to create new ideas. Most associations stumble in fully anticipating how social change will draw members out of their comfort zones. Social change can be as fundamental as how we work and where we find meaning in our lives. All societies struggle with welcoming people whose experiences and priorities are very different than their own.

In looking deeper at CoreNet Global’s future, the most important strategic conversation is anticipating who might belong. It is essential to understand both how corporate real estate roles are evolving as well as what other professions and their professional associations may aspire to become. Future roles and responsibilities are very much in flux in many fields, and multidisciplinary collaboration defines most complex projects and challenging decisions. Without understanding who the future members of CoreNet Global could be and how different their needs might be, any actions CoreNet Global might take to strengthen convening, learning, and information and content may not attract and engage the people who matter most to the association’s future. Associations that get the belonging dimensions right first can then innovate effectively to deliver greater member value.

While each FutureForward 2025 live and virtual dialogue featured five or more drivers of change from the ASAE ForesightWorks research collection, 10 seemed to have the greatest influence on how CoreNet Global members envisioned the association’s future. These are diversity and inclusion, more human humans, socializing reshaped, work redefined, global power shifts, virtualized meetings, microlearning, personalized artificial intelligence, anticipatory intelligence and fast data.
Influential Drivers of Change

1. Diversity and Inclusion
Many associations recognize that diversity and inclusion are top priorities in belonging. They understand how changing demographics create a moral and business imperative to social and cultural inclusion. Associations do struggle to live this priority in a time of social, political, and racial polarization. Associations find they must speak to both the heart and self-interest. They are putting their commitments in writing to make their intentions public and hold themselves accountable to making progress. Diversity and inclusion initiatives transform the profession as well as the association, its volunteers and staff. Where is greater diversity needed within corporate real estate and CoreNet Global? What strategies of inclusion are needed for diverse people to feel they belong and can contribute their talents and gifts to the future of the profession and association?

2. More Human Humans
Associations are people enterprises and that makes them a perfect place to cultivate becoming more human humans as automation and artificial intelligence replace aspects of our physical and cognitive work. Humans will remain relevant not by knowing but by thinking, listening, relating and collaborating at the highest level. Associations see an opportunity to help members develop leadership and soft skills. They can bring the human connection into remote work and create environments that help people connect and recognize each other’s gifts and needs. But for associations to cultivate these qualities in members, they also must devote the time and resources to care and deliver high touch, empathetic interactions. How can CoreNet Global help people perform to their fullest potential as humans in their careers and communities?

3. Socializing Reshaped
Social media, telecommuting, digital entertainment, and shifting social norms are reshaping patterns of socializing, both online and in person. A growing percentage of social interaction is now digitally mediated. Work life and social life are increasingly occurring in the context of online social tribes and communities. Associations need the ability to authentically engage members anytime, anywhere. This is much more than mastering the latest technologies and social media; it is a cultural shift that requires rethinking socializing when members convene, learn and exchange information. Some assumptions may prove wrong, because people are busy and juggling competing priorities; all assumptions will prove wrong for some people as people seek a much more personalized experience that treats them as individuals with distinctive and changing needs. How can CoreNet Global create greater and more meaningful social connections among members to enhance convening, learning and information exchange?

4. Work Redefined
Throughout the FutureForward 2025 discussions and this report, CoreNet Global thought leaders observe how the boundaries and nature of work and jobs are being redefined in fundamental ways. Corporate real estate professionals play a critical role in creating supportive environments for work, wherever and however that work might occur. More companies are choosing not to own their own facilities or directly employ a substantial part of their workforce. Like many other associations, CoreNet Global will find its traditional member base is moving into new forms and places of work which will redefine roles and career pathways. What work will define the professional careers of CoreNet Global members and how must the association change its programs, member services and membership structures to reflect this future?

5. Global Power Shifts
For global organizations such as CoreNet Global, the outcome of global power shifts may well determine who will belong and where associations can operate effectively. Existing global power structures are breaking down, as new centers arise and power diffuses. Power is shifting among nation-states and flowing to several kinds of transnational and sub-national organizations and groups. In this environment, associations must run a risk assessment on their global strategy and be ready to take advantage of emerging centers of influence in their field. As systems for agenda setting and rulemaking breakdown, some associations may be able to step into the power vacuum to provide leadership. These associations are working with global actors and bridge builders to navigate these uncertain situations. In a period of increasing global instability, where can CoreNet Global best serve its members in new ways that affirm the value of global connections and local intelligence?

6. Virtualized Meetings
Ubiquitous broadband, the mainstreaming of virtual reality, and robotics are accelerating the capabilities of telepresence technologies. These technologies could enable the telepresence of both speakers and participants at meetings. Or meetings could take place entirely in a shared digital reality. While these technologies can broaden participation and generate novel experiences, CoreNet Global thought leaders appreciate that the social and experiential benefits of “real life” may prove challenging to replicate. But these technologies may make it possible to reach and serve people who may be less able to attend Global Summits, although it is too soon to expect that members everywhere have the same ability to participate virtually. Corporate security measures may restrict access and participation for some members. Good Wi-Fi access and sufficient bandwidth are not always readily available. Where are the opportunities today to begin experimenting with virtualized meetings to enhance in-person meetings and bring CoreNet Global to life for members who cannot attend?
7. Microlearning
Workers will need to continually learn, but many want small, specific bursts of information tied to immediate job demands, available at a time of their choosing. New media forms will enable modules that are small, timely, and focused. Most associations are moving ahead quickly to meet this rising interest in microlearning by identifying micro-sized opportunities within their current knowledge and education portfolio. They are experimenting with repurposing and repackaging course and conference presentations into bite-sized experiences. They are even examining whether it is time to rethink their traditional certification programs and move toward micro-credentialing to make them flexible for specific needs yet stackable over time for those who want to earn full credentials. Microlearning can meet the just-in-time learning and training needs of members and employers. Where are the greatest opportunities for CoreNet Global to test the flexibility and appropriateness of microlearning, and how can microlearning work in tandem with more formal and extensive learning experiences to support careers in corporate real estate?

8. Personalized Artificial Intelligence
Rapidly advancing machine learning is combining with data analytics to enable software equipped with increasingly accurate pictures of consumers’ lives and likes. This technology can support personalized microtargeting and allow organizations to offload customer service work to chatbots and other interfaces. Individuals may interact more and more with software that seems to know and understand them, sometimes better than their friends. Some associations have become early adopters in using AI to personalize member experiences by identifying patterns of behavior and preferences to efficiently connect members to association services. These are still rudimentary efforts, but they will help associations better understand where members welcome enhanced services or reject the “creepiness” of their associations closely monitoring their online behaviors and capitalizing on sensitive information. How can CoreNet Global take steps to use personalized artificial intelligence in ways that members find increase the value of their membership and help them use their time and resources more effectively?

9. Anticipatory Intelligence
Big data, data analytics, and artificial intelligence are enabling predictive analytics used to anticipate needs, opportunities, and threats in an organization’s environment. The market for predictive analytics is growing rapidly, and major computing companies are key players. Organizations view predictive analytics as one of the most important ways to leverage big data. While associations are contracting with major technology providers and consultants to help them make the most of their member and market data, they often struggle with the current quality and structure of that data. How can CoreNet Global use anticipatory intelligence to better inform strategy and business decisions? What investments in technology and training are necessary to open the door to this future?

10. Fast Data
“Fast data” emphasizes real-time decision making, based on the idea that the greatest value from data comes when the analytics can be used immediately. Examples include fraud detection, recommendation engines, personalization, and real-time demand forecasting. In all of these cases, the value comes from quickly processing and acting on the data—and this value can diminish quickly as the data get stale. FutureForward 2025 participants particularly liked the idea of accessing solutions-oriented data on demand and considered the possibilities of finding and using the data and knowledge CoreNet Global now has more effectively. What is the critical data the profession needs for real-time decision making and more informed solutions? Could CoreNet Global define this data and motivate members to share mutually beneficial information?

To think like a futurist, people have to be willing to challenge their own assumptions about the future. As thorough and broad-based as FutureForward 2025 was, CoreNet Global should not understand the bold forecasts as the expected future or even the preferred future. They do provide a powerful advantage in anticipating the range of possibilities and identifying the greatest opportunities for change to remain relevant. As Gaston Berger, a French futurist observed in 1964, “Looking at the future disturbs the present.” By undertaking FutureForward 2025, CoreNet Global has disturbed the present understanding of what members need and want. The future will always be a blend of enduring practices and emerging developments and solutions. The challenge for CoreNet Global leaders will be determining how to strengthen the core of its programs and services without locking in processes and products that few people will value in the future. This question can never be fully answered. An effort such as FutureForward 2025 should become more than a singular, signature initiative in 2017-2018. It must become a continuous mindset and ongoing dialogue among CoreNet Global members and leaders to create the future they want.
When we started working on FutureForward 2025, we knew it would be a Herculean task, not to be taken lightly or completed shoddily. Understanding how the organization needed to change meant that we needed to first understand how the world around us was changing. What impacts could we anticipate from fast paced juggernauts such as technology, geopolitics, the global economy? How would these impact our members and the profession? And what did CoreNet Global need to be prepared for, considering all this change?

While we didn’t know the answers to all of these questions, we did know that we couldn’t do it alone. We needed to tap into the brain-trust that was our membership and our external partners. They were the ones who were at the forefront of foreseeing and meeting this change, being agile, leading rather than reacting. And for us to prepare for the changes coming the organization’s way, there was no other and no better way to anticipate that change than with their help.

Being a global organization, we wanted to get insights from as global a base as possible. For us to do that we decided to hold five, in-depth in-person meetings across the world, including one in London, and one in Singapore at our Global Summit there. The interest and participation we saw during these meetings was heartening and energizing to us as staff. Having heard from those outside the association that our members would not be interested in an initiative that had very little to do with the profession itself, it was encouraging to see our work group events filled with highly engaged members. The fact that our members, some of whom had travelled from other countries and states to be at these meetings, were invested in the future of the organization enough to dive into this project was inspiring, to say the least!

While it was impossible for us to have all of our membership attend the work group sessions, multiple webinars were held in conjunction with the in-person events and member surveys also supported the project. In addition, many of our local chapters also hosted their own FutureForward 2025 sessions utilizing a toolkit we provided. All of this input enabled us to broaden the reach of the initiative and get an even deeper sense of what the future may hold for CoreNet Global – and the profession we serve.

For the staff, it was an exciting experience, leading the project from its inception, planning and executing these meetings, understanding the profession and the organization at an even deeper level than before. Bringing members together on this journey with us was an important aspect of this initiative, and for an association professional, watching the spirit of membership in action is one of the most fulfilling and gratifying things to see. The passion, insights and engagement that our members bring to CoreNet Global was truly inspiring.
Associations Adapt to Change

Throughout its history, CoreNet Global has strived to look to the future. How is the corporate real estate (CRE) profession changing, and how can the association help professionals best prepare for those changes? Now it’s time to turn that focus in on the association itself. How does CoreNet Global need to evolve to prepare itself for the future, and in the process better serve its membership as a result? CoreNet Global is one of thousands of global professional associations that are being caught up in what many consider to be the Fourth Industrial Revolution and the broader change sweeping through business, industry and society that is impacting membership and forcing associations to take a hard look at necessary steps for “future proofing” their organizations.

Associations need to understand who their members will be in the future and what the new expectations are for that member experience. Some association experts view this current era as a critical tipping point in the life of associations. Those who don’t adapt to change face the risk of losing membership, and ultimately, failure. Many associations are already experiencing declining membership numbers.

CoreNet Global is proving to be a notable exception in that trend. Over the past five years, membership has grown by 70% or roughly 11% annually from 6,434 members to 11,000. In comparison, on an average, other organizations have had an increase of 12% over the past five years. Additionally, only 10% of organizations have seen growth over 50%, putting CoreNet Global in a very strong position.1 Hearteningly, there has been robust growth in the young leader membership, which is the fastest growing segment and has gone from 13% to 19%. Yet CoreNet Global also recognizes that there is significant work ahead to remain relevant and continue to serve as a community where people want and need to come for networking, education, information and professional development.

Evolution is not a new phenomenon for professional associations. In the U.S., the first trade associations emerged in the early 19th century, while across Europe the roots of trade associations and guilds are even deeper with some of the earliest organizations that started in the 16th century. Over the years, some trade associations have disappeared, while others have worked hard to adapt and even completely reinvent themselves in order to survive. “Organizations often look backwards on what has worked in the past and do it even more. But the trick is to accept that we can’t just tweak the existing model, but rather it’s a change in model that’s needed,” says Josh Packard, associate professor, Department of Sociology, College of Humanities & Social Sciences, University of Northern Colorado.

Traditionally, trade associations have served as networks that support education, sharing of knowledge and ideas, and networking within its membership base. Some associations also take a firm stance on issues and lobby on behalf of the best interests of its membership and industry. Many sources have documented the transition for associations that is occurring amid a new area of ubiquitous information and social networking. Associations now have to compete with online sites such as LinkedIn, Twitter, Facebook and other channels that offer networking and special interest groups – for free. Likewise, people no longer have to turn to associations for information or problem-solving when there are abundant resources available online. People no longer have to pay for networking or information that is readily available online, which is changing the value proposition for associations.

U.S.-based National Public Radio cited the book Ready, Set, Done: How to Innovate When Faster is the New Fast published by Futurist Jim Carroll.2 Carroll wrote that many trade groups “remain stuck in a rut of complacency. They deliver the same old program. They focus on the same old issues, generate the same old knowledge, plan the same old conference, and have their agenda managed by the same old membership has-beens.” He cautioned that associations that don’t evolve risk becoming obsolete. The point being that associations, CoreNet Global included, are now faced with the necessity of disrupting their own business models before they are disrupted and rendered obsolete.

In a recent blog post, Carol-Anne Moutinho of The Portage Group, a Canada-based association consulting firm, noted three big shifts on the horizon that have the potential to significantly impact associations in the coming years.3

1. Associations will need to evolve in order to survive. Many association structures were originally built to accommodate older baby boomers, which has resulted in a structure that is “too rigid” for today’s fast-paced, virtual environment.
2. Associations will continue to consolidate through mergers, partnerships and alliances as a means to share resources and create economies of scale.
3. Associations can learn from groups such as Amazon, Netflix and Facebook. They will have to leverage data to offer members a more customized, curated experience with recommendations of events they might like to attend or people they might want to meet.

It is against that broader context that CoreNet Global is exploring its own future.

---

Executive Summary

The FutureForward 2025 project focused on studying four specific workstreams that include belonging, convening, learning and information & content. CoreNet Global members outlined numerous future forecasts for 2025 for each workstream that will help inform strategic planning of the association’s Board of Directors for years to come. The reports are aspirational in nature and will serve as guideposts as the association continues to evolve. Two of the common themes that emerged across each workstream are the desire to create a more personalized and frictionless member experience.

The Future of Belonging

Belonging is still inherently important to people, but expectations are changing. People want a strong sense of community that is experiential, personalized – and easy. Professional associations across the board are seeing some common themes driving membership today that include:

- Need for community: Increasingly 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.
- 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 with 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 and advancement and opportunities to upskill in an era of increasing automation when jobs are not only changing, but in some cases, are disappearing all together.

Who will members be in the future? CoreNet Global membership is evolving along with changes occurring within the CRE profession, as well as broader societal changes fueled by globalization, demographics, greater diversity in the workforce and a growing gig economy of independent workers. At the same time, the lines are blurring between the traditional membership categories of end-users and service providers, as well as 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 occupier experience. One of the future aspirations of CoreNet Global is that the association will become more inclusive and promote the feeling of belonging among an increasingly diverse global membership.

Future Forecasts: Belonging

1. Belonging to a professional association will be more important than ever as members seek community and meaningful connectedness.
2. CoreNet Global will transition from a traditional membership model to a consumer-driven organization allowing immediate access to people, experiences and information.
3. 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.
4. 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.
5. CoreNet Global will be a mission and purpose-driven association that takes positions on issues that matter to members — and inspires action.
6. Technology will enable a frictionless member experience with ease of access, just-in-time connectivity and flexible, on-demand content.

“These days, people have a great deal of choice when selecting which organizations they want to engage and try to “belong” to. There is a lot of competition for our time and our attention. The winners will be the organizations that can take complexity – the volume of content, the number of members, the choice of events and schedule demands – and simplify it. The winners are going to be the organizations that can aggregate information, ideas and experiences in ways that each member can tell their story (be seen) and hear each other’s story (be heard). We’re inundated with data and technology. The organizations that people want to be part of are the ones that can figure it out, how to simplify, customize, filter, aggregate and curate the kind of information and ideas that matters to each individual member. Information and issues/topics that you’re passionate about, that you care about, that make you feel like you belong.”

~ CoreNet Global New York City Chapter
The Future of Convening

Where are we meeting? This once simple question now has a much broader menu of possible options as existing and traditional models for convening are changing along with consumer expectations and innovative technologies ranging from apps and avatars to virtual and augmented reality (VR and AR). CoreNet Global events will continue to provide activity, participation, conversation and community, but by 2025 these events will be presented in less traditional ways.

Convening will need to adapt to greater digital-physical integration, real-time solutions and changing expectations related to personal connection and human experience. Broadly speaking, there is a fundamental shift occurring within the meeting & event space as it relates to how, why and where people are choosing to convene, as well as what people expect from those gatherings. Gone are the days when people would simply attend an event and passively sit back and listen to the latest panel discussion or keynote speaker. People want and need an opportunity to co-create – actively participate, contribute and engage with others.

A key theme that has been at the forefront for corporate real estate professionals for years is how to cultivate a workplace experience that increases employee engagement. CoreNet Global is working to solve much the same issue relative to its own hosted meetings and events. The convening experience needs to embrace new modes of learning, improve personalization and create new opportunities for meaningful engagement, especially when it comes to attracting and retaining younger members.

Future Forecasts: Convening

1. By 2025, the personal connection and human experience of an event will be even more important to participants.
2. By 2025, participants will expect a fluid experience with digital-physical integration, but technology will not replace the need and desire for face-to-face events.
3. By 2025, CoreNet Global will create a universal event experience that removes language, time and distance barriers and fosters an open, international marketplace.
4. By 2025, CoreNet Global events will be designed with greater creativity, flexibility and the ad hoc ability to “convene on the fly.”
5. By 2025, participants will seek purpose and values-driven experiences through a trusted source that are authentic and exceptional.

The Future of Information & Content

In business, information is currency. Companies make large investments simply to know everything they can about what matters most to them, whether that relates to consumer preferences, economic trends or competitive intelligence. Technology and automation are driving information to the point where it is readily available to the consumer in an instant. Information, when it is both accurate and timely, can drive smart business decisions and provide a competitive edge. The absence of reliable information can leave a company behind.

Technology has brought uncounted advancements to the availability of information, but the pace of change continues and is in fact accelerating. It is a cliché to say that it is more important than ever to find and use quality information and content. This will become even more true as years go by. Putting members and information together and allowing them room to develop and become something greater than the sum of their parts is one of the most profound ways in which CoreNet Global can add real value. It is said that better decisions are often made by groups, but the most powerful decisions come from groups armed with timely information and ways to put it all together.

As CoreNet Global considers how it will need to adapt to a changing business environment over the next several years, it will need to consider a number of factors, including:

- Access to content
- Curation of information
- Customization and personalization of content
- Importance of collaboration

These areas are in fact complementary and interlocking, but they can help to frame CoreNet Global’s future as go-to resource for trusted content.

Future Forecasts: Information & Content

1. CoreNet Global will leverage the collective power of its membership through an information exchange designed to support member-to-member sharing and real-time problem solving and decision making.
2. CoreNet Global will leverage technology tools and solutions such as artificial intelligence, virtual and augmented reality, predictive analytics and virtual assistants to deliver timely, customized, interactive content experiences.
3. CoreNet Global’s digital information and content platform will break traditional language and geographic boundaries, remove barriers and ease access for audiences.
4. CoreNet Global will become THE trusted source for timely, relevant content as it will audit and test the veracity of the data and information it provides.
5. CoreNet Global will provide relevant information and content to professionals beyond corporate real estate to include those engaged in the built environment, work experience and corporate enablement.
The Future of Learning

The future of learning is here. Or, at least, very close thanks to rapidly improving technologies. Nearly every fact, lesson, or “how-to” can be found in seconds and viewed or read in minutes. It may be tempting to think that traditional teachers and courses are no longer necessary and that everyone can take responsibility for their own educations. However, increased connectivity has robbed from many the time to reflect, to step away from daily routines and learn something new. And with so much knowledge so close at hand, how do consumers know what is most important? What is true and useful?

Learning has always been one of the cornerstones of the CoreNet Global experience. As such, the association will likely face challenges ahead in determining and meeting the evolving professional development needs of its members. A number of factors are expected to impact the future of learning, including:

- Changing delivery systems
- Evolving ways and styles of learning
- Value of certifications and designations
- Broader scope of learning
- Knowledge transfer for future generations

Future Forecasts: Learning

1. CoreNet Global will promote a trusting and innovative culture of continuous learning, meaningful relationships and camaraderie that will legitimize the professions served by the association.

2. CoreNet Global will build a diverse community of tribal learners that will challenge traditional education models with a less-formal approach of organic learning and peer-to-peer information sharing.

3. CoreNet Global will serve as a learning incubator, providing virtual spaces and experience labs for problem solving and ideation.

4. Access to CoreNet Global’s learning opportunities will be seamless across all aspects of the association, including conferences, designations, professional development and other knowledge-sharing opportunities.

5. CoreNet Global will leverage technology to establish a learning delivery model that focuses on methodologies and solutions that can be applied immediately.

6. Learning will evolve over time to incorporate multiple delivery styles and formats including on-demand, just-in-time micro-learning opportunities.

7. The skills needed for CoreNet Global stakeholders will change dramatically as workplace automation becomes more prevalent.
Corporate Real Estate: Drivers for Change

The fundamental driver behind the FutureForward 2025 initiative is simple evolution. CoreNet Global recognizes that there are transformative changes occurring within the CRE profession, the workplace, the global business environment and society in general. The cumulative effects of those changes are impacting CRE professionals in their day-to-day lives, and will also impact the value proposition for CoreNet Global in terms of who its members will be in 2025 and their expectations for what, where, how and why they seek out belonging, convening, learning and information & content.

What will CRE look like in 2025?

Certainly, the question of what CRE will look like in the future into 2020, 2025 and beyond is a topic that CoreNet Global and its members have discussed extensively over the past decade. One of the points that was clearly outlined in CoreNet Global’s 2016 Future of CRE report is that, while it is impossible to predict the future, most agree with certainty that the future of CRE won’t look anything like its past. We live in a world that is more globally connected than ever and in an environment where innovation and disruption is occurring at a rapid fire pace. At the same time, a number of major trends are transforming how, where and when global business – and work in general – is conducted.

Likewise, two of the main points highlighted in CoreNet Global’s Corporate Real Estate 2020 report are that CRE isn’t just about bricks and mortar anymore and that work is now viewed as more of a social experience. The implication is that CRE finds itself in the middle of a multi-faceted dynamic that far exceeds the management of facilities, transactions or projects. The consensus of that extensive research report was that CRE is at the nexus of a new business model – and those theories still hold true as we look ahead to 2025.

THE LEADER magazine featured a study of senior executives in the Fortune 1000 firms whose span of influence touched 1.2 million employees in 2012. The author, Tracy Brower, PhD., Principal, Steelcase, reported, “It is clear that the Corporate Real Estate (CRE) model is becoming the business model.” Dr. Brower found that “the fact that work environments are now part of executives’ definitions of work-life supports is testament to the influence CRE is having on the business.” In other words, CRE had arrived as a strategic asset and function.

The traditional role of CRE continues to shift away from hitting the target of exactly when, where and how much space is needed as businesses expand or contract, and is shifting more towards an emphasis on delivering services to support people, place and technology. In order to do that, CRE professionals need to have a broader skillset and broader strategic thinking. The future is less about space and more about services and strategy. This presents a challenge to an industry that traditionally measures success by the square foot, but it also opens the door to unprecedented opportunities. To seize upon them, end-users and providers must rethink the role and function of CRE. Professionals also need to understand a variety of aspects beyond the physical space, such as macroeconomics, the drivers behind innovation, and where and how to attract and retain talent.

The business climate itself is changing in what many refer to as the Fourth Industrial Revolution that is producing a surge in innovation, new technologies, increasing automation and changes in how, where and when people work. A report by McKinsey Global Institute points out that digital flows, while a relatively new phenomenon, now have a larger impact on Gross Domestic Product (GDP) than the trade in goods. This new reality means that CRE executives need to be aware of how this will influence their function, not only in regard to the real estate portfolio, but also in terms of attendant cyber security risks presented by today’s sophisticated building management systems.

Technology is also impacting how cities are run, how they develop, and what kinds of talent and organizations they attract. Smart solutions for infrastructure challenges will be increasingly demanded from city planners and managers and will become a key differentiator between cities. Urbanism is on the rise, and companies are increasingly drawn to growing cities in pursuit of young talent.

Next Generation Workplace

As noted in the Future of CRE report, the increasingly mobile and connected workforce is changing real estate requirements as it relates to how much space is needed, where facilities will be located, and how that space is configured, utilized and managed. The next generation workplace likely will be built around workplace

networks that will support this new mobile workplace complexity. Increasingly, CRE will need to provide technology-enabled workplace networks that will allow for greater agility and flexibility for both the organization and the employee, as well as long-term enterprise workplace effectiveness for the corporation. For example, a corporate workplace network might include a headquarters and multiple regional satellite offices, as well as remote co-working sites that allow people to work from home, the coffee shop, airport or from their virtual reality headset.

Research conducted by the management consultancy firm Bain & Co. indicates that there are four fundamental changes at play that will impact the future of the workplace, particularly within large corporations. In addition to the Fourth Industrial Revolution, those changes include a shift towards simplification of operations, growing demand for corporate responsibility and rejection of short-term leadership. Bain & Co. Partner James Root noted in a television interview that – “So much activity is going to be automated, or outsourced, that the average headcount in a firm is going to shrink, and those that are left in the firm are going to be doing the mission critical things that you and only you can do.”

In the office sector, people are working from anywhere and at any time. Some people come into the office only when they need to meet with co-workers or clients. This more mobile workforce has resulted in different, more flexible and often smaller footprints. At the same time, the war for talent is putting more emphasis on the physical environment and highly curated workplace experiences. E-commerce is fueling demand for logistics and distribution facilities that are well-located and highly efficient, while manufacturers are continuing to replace people with robots in automated facilities. What this all means for CRE is that different skills are needed with more specialization across industry and type of facility.

As more work takes place online or remotely, some believe that physical space needs will continue to shrink. “Even in the manufacturing sector there is a move from large to small size production since tech changes so quickly that mass production isn’t always needed now,” says Veerappan Swaminathan, founder and director of the Sustainable Living Lab in Singapore. In addition, small line production is moving closer to the customer so it can get product to people more quickly. For example, economic zones and factories are still impacted by how and where they work. Competition to attract talent has resulted in heightened demand requirements to get employers and workers the best space they want. CRE as defined today is still critical. People coming into the workplace experience with a menu of services, locations and support.

In many cases, focusing on the employee experience will get added to what CRE does rather than replacing what CRE does now. CRE will still be responsible for lease transactions, enabling access to the right space in the right place and managing facilities. Creating/supporting an employee experience will simply be layered on top of that existing role. Enhancing employee engagement, satisfaction and wellbeing continues to be a priority for many companies, driven by the need to attract and retain talent. CRE has a significant role to play in this, particularly as it relates to workplace design and helping deliver a quality workplace experience for employees.

**Gig Economy Workers**

The gig economy – driven by an increasingly contingent workforce composed of freelancers, temporary contract workers and independent contractors – is expected to make a powerful impact on how organizations are structured, how they function and how they are staffed. How will these changes impact the need for workspace? How will they impact what kind of spaces are made available and where? These are the questions that the CRE executive will have to consider – and answer. For those CRE professionals who find themselves part of the gig economy, they likely will have to take responsibility for their own training and professional development.

The structure of most organizations, in both Asian and Western markets, is focused on lean management, notes Swaminathan. In the future, some corporate structures might shift to permanent employees who comprise a much smaller percentage of workers as project-based employment rises. How will companies find ways to manage such a fluid labor force? How will they find ways to access employees? On the opposite side, how will those workers find their next project or assignment? Is there an opportunity for CoreNet Global to help facilitate those connections between employer/project and the gig economy worker?

**Gauging the Pace of Change**

CRE as defined today is still critical. People coming into the workforce are still impacted by how and where they work. Competition to attract talent has resulted in heightened demand requirements to get employers and workers the best space they want. How employers incorporate technology into that space also is critically important. CRE will likely exist in some form, although perhaps under some other name by 2025, many members predict. However, the value proposition of what CRE delivers now will have to change. Will it be about creating flexible workspace or managing a multi-million retrofit? “That perspective and role is still about the product, but we need to be about the experience of the worker. Delivery of space will still be needed, but that might be done by automation and technology and occur differently than is done today,” says David Kamen, Americas Real Estate Leader at EY and Chairman of CoreNet Global. “We are at an exciting inflection point

---

and things will change right now. **FutureForward** is a great review of how we adapt our association for how our CRE is changing."

**What Do These Changes Mean for the Future of CoreNet Global?**

- Oftentimes, what people want from their professional associations are best practices. However, best practices tend to be backward looking rather than forward looking. By 2025, associations will need to move beyond just focusing on best practices to help their members ask the right questions to get to the right solution. There will be increased value in a neutral, unbiased platform such as an association for information and resources that help members to ask questions, see issues critically and develop their own solutions.

- One future role for the association may be to help get professionals out of their traditional silos. Even at high levels people are asked to do things outside of their job descriptions. For example, diversity isn’t just the responsibility for the chief diversity officer, and research is no longer just for the head of research. Organizations are not successful when one person’s job is done correctly. It’s expertise and performance at multiple levels that does that.

- Some members see a huge opportunity for CoreNet Global to address broader social issues. There is a growing desire, especially among younger members, to align themselves with organizations that “stand for something” or offer a deeper meaning. As corporate real estate touches many aspects of relevant social issues, CoreNet Global is poised to connect its members on matters such as sustainability, reducing the carbon footprint, health & wellness and urbanization, for example.

**What kinds of internal/external relationships will CRE professionals need by 2025?**

It’s a given now that CRE professionals will have to provide more than a seat, a phone and a light overhead. Certainly, that is still part of the job description. But CRE professionals are increasingly leveraging technology to drive efficiencies for an organization and deliver tech-enabled workspace. In order to do that, CRE has to move outside of the silo it has traditionally operated in and work more collaboratively with other business units. It will be important to build stronger relationships with FM, IT, HR, procurement, marketing, finance, business unit leaders and the C-suite. “CRE needs to be the mortar between the bricks. We touch all of them and need to be a connector between all those things,” says Karen Elzey, Executive Managing Director of Consulting for Global Workplace Solutions at CBRE.

In particular, CRE will collaborate more with HR on workplace solutions, and increasingly they will need to look at workplace solutions through that HR lens. Some industry professionals even predict that CRE may end up reporting to HR in the future. JLL has already changed the reporting line of CRE into HR. CRE really exists to support and improve productivity of human capital through the physical workplace, technology and other employee services.

“You have to think about things through that cascade or hierarchy and you have to understand psychology and what motivates people,” says John Forrest, Global CEO of Corporate Solutions for JLL. “Too many in CRE are still focused on the core disciplines of engineering, architecture, how to negotiate leases, but we need to understand HR better and digital better.”

**Corporate Real Estate 2020** predicted the development of a “super nucleus” model that could serve this purpose. The report predicted that by 2020, employees considered “digital natives” will be served by a super nucleus of real estate, human resources, technology, finance and other support services, while sophisticated data platforms will transform real estate portfolio optimization, strategic planning and workplace management. CRE will need to develop stronger relationships with other business units. Many members note that CRE has generally been slow to change. Yet there is significant change occurring now due to new technologies and new ways of working. “We are still being reactive and not taking charge. The general philosophy is that we need to align with them. But we control the space, so we could take charge. We can be more of a leader and pull the other functions with us,” says Kamen.

There is already closer collaboration and a higher level of partnership with HR and IT. The focus on HR is always a priority related to the availability and cost of labor. Some organizations are putting even bigger emphasis on that human capital. CRE also will continue to collaborate with IT as tasks are tasked with dealing with IoT, smart buildings, cyber security and other issues as data and technology become more embedded in the infrastructure. 5G technology is on the doorstep, and it will impact the data coming through buildings and the ancillary security issues will increase.

**Growing Reliance on Outsource Partners**

Large corporations are relying more on outsource partners as in-house CRE teams are with becoming smaller, leaner and more focused on strategy. CoreNet Global’s membership composition continues to mirror this shift. Outsourcing is continuing to expand both in breadth and depth of services. “There will be more outsourcing, but more importantly strong partnership between end users and service providers will expand. Working together as partners and being aligned around common goals and motivations has proven to be the best formula for success over the years,” says Steven Quick, Chief Executive of Global Occupier Services at Cushman & Wakefield.

Service providers assume a variety of roles ranging from the provision of tactical, day-to-day operational support to the design and delivery of a strategic vision for an organization. This broad view of the market supports the ever-expanding roles that service providers are being asked to assume. In the future, CRE executives will look to service providers not only to deliver more administrative services but also to manage those services provided by other vendors. A corresponding degree of risk and responsibility will shift to the service providers, and they will be expected to deliver multi-domain services using highly skilled and efficient teams.
The “blurring of the lines” between end-users and service providers has been a frequent topic of conversation within the real estate industry for a number of years as outsourcing has increased. “You are no longer seen as a service provider. To be successful, you have to be an extension of the client and not an outsider,” says Sheridan Ware, Chief Information Officer, Asia Pacific for Cushman & Wakefield. External service provider alignment and integration will be more important and necessary as internal resources are increasingly refocused on strategic roles and internal alignment. As corporations seek to better align and integrate internal support functions, service providers should look to support this integration by providing holistic solutions that take into account the role space plays in delivering enterprise value, such as employee experience and engagement, health and wellness, community building and digital workplace.

Deloitte’s Global Outsourcing Survey 2016 identified three key trends.6

1. Companies are broadening their approach to outsourcing as they begin to view it as more than a simple cost-cutting play.
2. Organizations are redefining the ways they enter into outsourcing relationships and manage the ensuing risks.
3. Organizations are changing the way they are managing their relationships with outsourcing providers to maximize the value of those relationships.

Certainly, all of those trends remain relevant today. However, the most recent Global Outsourcing Survey in 2018 also highlights a notable shift away from traditional outsourcing to “disruptive outsourcing” solutions. In fact, the report noted that, “Disruptive outsourcing solutions have the potential to be as extraordinary a change in the sourcing world as was the Bloomberg terminal to the trading desk.”7

There is more outsourcing, but at the same time end-users are demanding a higher level of sophistication where service providers have to leverage tech and also manage cost efficiency. And just as end-users have matured to outsource more functions to CRE service providers, they may develop similar outsourced relationships with external data analytics and IoT providers. There is a bigger push right now for CRE service providers to move into that tech space, but there also may be niche players and tech firms that also expand their reach into real estate tech.

One of the Corporate Real Estate 2020 bold predictions on “Outsourcing Real Estate” is that vendors will become responsible for data access and usage as it becomes more widespread as a means of delivering corporate real estate strategy. Service providers will own the systems that can manipulate and analyze data coming from end users, but most companies will continue to own and house the data, especially if their business is highly competitive or heavily regulated. Service providers’ ability to glean insights from shared data will be a core competency and competitive differentiator and will factor significantly into customer retention.

The discussion about end-users and service providers in the future might go beyond blurring of lines – and more about redefining of the roles. In addition, transactional relationships used to be adversarial due to interests not being aligned, but that is not the case anymore. “As the CRE profession evolves and end-users are working closely with long-term partners, being transparent and collaborative is the key to a successful relationship and business outcome,” says Quick. Service providers are less and less willing to enter into contractual relationships that are disproportionately risky, and that may be a bigger issue in the future.

What Do These Changes Mean for the Future of CoreNet Global?

- Expertise is not as valuable as it used to be without the relationship to go with it. “It used to be that people expected expertise to come from organizations. So, the tendency might be to double down on that. But associations today need to not just give expert content, but also relationship management,” says Packard. Associations such as CoreNet Global need to focus on developing relationships with their members, as well as helping to foster member relationships with other members. There can be various levels and ways of doing this, e.g. helping connect people in similar geographies, career stages, industries and through affinity groups. “You need to ensure that branding around the connections is there as well – it needs to be a CoreNet Global-generated connection. Members need to recognize where and through whom the connection was made,” says Packard.

How is the pace of change in technology impacting the CRE profession?

CRE professionals are facing a variety of new and rapidly changing technologies in automation, machine learning, big data and IoT, as well as meeting tech requirements of the business entity, such as curating a highly digital workplace, or supporting robotics within manufacturing and distribution facilities. Early property and facility managers had to do many things manually or in a less-streamlined process to get a vendor on-site for a repair or maintenance request. Now that can be accomplished with a push of a button. Some members believe there could be an “ubervization” of CRE ahead with more variable, just-in-time and on-demand services.

IoT is already driving sweeping change across a variety of applications and that could be just the beginning. IoT is machine-to-machine communication that relies on networks of sensors, devices and software to gather data, and cloud or local computing to analyze and act on that data in real time. Although it sounds simple enough, where it starts to become overwhelming is when one starts to consider the almost limitless applications for IoT that exist from wearable fitness devices and smart appliances to building security systems and connected vehicles.

---

Research by Deloitte estimated that in 2016 there would be 5.5 million new things that will get connected to network infrastructure worldwide – each day. That rapid-fire expansion would enlarge the universe of connected things from an estimated 6.4 billion in 2016 to 20.8 billion by 2020. Specific to CRE, IoT is gaining a bigger foothold in operations, building management systems and the ongoing evolution of smart buildings and smart cities. Sensors are gathering data in a myriad of different areas ranging from security systems to digital lightbulbs.

Innovation is changing the necessary skillset for CRE professionals. At the same time, advances in tech have bled into CRE and created new scenarios and requirements, such as the need for quicker and more robust solutions. “We need to take what we’ve learned from other aspects of our personal and professional lives and apply them to CRE,” says Kamen.

For example, Amazon’s Alexa cloud-based voice service was first introduced in homes for personal use. Alexa is now available on millions of devices, such as the Amazon Echo and Amazon Fire TV along with devices produced by other third-party manufacturers. People can use voice commands to get weather updates, live-stream movies, order a pizza for delivery or purchase products. People want that same type of convenient technology in their professional lives in their offices and conference rooms, notes Kamen. People are increasingly merging work and home together. Technologies that offer conveniences at home, are more in demand in the workplace to help people achieve greater work-life balance. The question is how does CRE bring those advances into the workplace through smart buildings, applications and other tools?

Some members predict that the “data issue” is coming to a head. Data is gathered and held in different tools and formats and not in a cohesive set-up, such that users cannot get a good view of their data. That is partly due to the fragmented way tools are used in the industry. Some CRE teams have their own internal tools, while vendors and service providers also use their own tools. “We are at the point where there are unintended consequences due to that, such as highly fragmented data eco-systems,” says Ellzey. “This is critical and solvable, but it needs to be prioritized. Data and analytics need to be brought together and, in a business-centric manner.”

The ubiquitous nature of tech and mobile devices means people are more impatient and people want instant access to just about everything – whether it is information or a cup of coffee. For CRE, it will be important to have easy and intuitive access to data and information in a range of mediums. People want to be able to communicate quickly. Open source and sharing are becoming easier, as is getting a global solution to a problem.

Impact of Automation

Automation will be a game changer, but it might not be quite as quick to materialize as some expect. Recent McKinsey Global Institute (MGI) research on the automation potential of the global economy examined more than 2,000 work activities across 46 countries and projected that the proportion of occupations that could potentially be fully automated based on current technology is actually quite small—less than 5 percent. However, MGI research also found that even if whole occupations are only partially automated, it will still have a broad ripple effect. About 60 percent of all occupations have at least 30 percent of activities that could potentially be automated based on current technologies.

Ultimately, this means that most occupations will continue to be impacted by technology and increased automation. In fact, on a global scale, MGI estimates that the adaptation of currently demonstrated automation technologies could affect 50 percent of the world economy, or 1.2 billion employees and $14.6 trillion in wages. Not only does that represent significant global change to the workplace, but in respect to CRE professionals specifically, it likely will mean continued upskilling.

Yet robots might not be as common as one might think – at least by 2025 – as cost will be a factor. Adopting tech in CRE will need to save money or deliver ROI. “If a robot saves money sure. Drone inspections of rooftops absolutely. It takes less human resource to do that and is more accurate and faster,” says Ellzey. There will be some logical areas where tech will have a big impact. But the focus will be on applying the tech that can make things better rather than just having a robot at the reception desk, she says.

What Do These Changes Mean for the Future of CoreNet Global?

▸ Some think it is inevitable that CoreNet Global will need to partner with other thought leaders and subject matter experts to expand its professional development and educational offerings on the tech side. There is a hunger for “what’s next.”

▸ There is a potential for technology to gain greater importance as a delivery mechanism for content delivery and to also form part of the content that CoreNet Global delivers.

What skills are needed today that weren’t needed 10 or 20 years ago?

CRE is becoming less about the technical skills, such as conducting financial analysis, comparing potential facility locations or creating a lease abstract. Instead, CRE is more about hiring solutions-driven people. “It’s not farfetched that the words “CRE” might not exist in 2025,” says Kamen. “We are more now about workplace environments and that might not come through CRE. It’s more about engagement and not about desks and chairs anymore. It’s more about a holistic look at the space.”

---


**Demand for Tech-savvy Talent**

Tech is having a big impact on the CRE skills needed today with more emphasis on data analytics, data science and a deeper understanding of applied tech to drive process improvement and efficiency. The need to understand tech will continue to grow as data analytics, AI, robotics and automation drives change across CRE, as well as the enterprise and other industries. By 2025, CRE will require more digital business skills, including expertise in areas such as business intelligence, AI, cognitive reason and thinking. CRE also will need to be better equipped to proactively use data across a variety of different areas within an organization. Data can be used to analyze how people convene, and how to personalize space rapidly to meet the needs of workers/occupiers. CRE will need to have a greater understanding and be more focused on what we measure, how it’s measured and how that data can be used to impact or create value for the enterprise.

“One can’t be a digital dinosaur. You have to look at your career as a constant journey. I am looking for those who have curiosity to try out and implement new things rather than things that have always been done, intellectual curiosity is key” says Forrest. The focus on tech skills does make finding and training new CRE talent challenging and expensive. An employer might want to contribute to training its workers. But, in the end the employee has to be motivated to learn new skills.

**Soft Skills & Strategic Thinking**

CRE is continuing to shift from a tactical to a strategic role. As such, the future of CRE is going to be more about “how you think” rather than “what you do,” and bringing something different to the table is going to be imperative for CRE professionals by 2025. CRE increasingly needs to focus on putting employees at the centre utilizing techniques such as design thinking. That will require more reliance on soft skills rather than hard skills like financial analysis. “We need to focus on behavioral qualities - such as having a natural curiosity, being able to listen, having a high degree of empathy, being creative and taking risks - and leaders in CRE, HR and IT don’t always have that right now,” says Ware. “We need leaders who can hear what people want and co-create solutions with them.”

It’s no surprise that tech skills dominate LinkedIn’s most recent list of “hard skills” that are in high demand in 2018.10 Employers are seeking tech talent that can do things such as cloud computing, statistical analysis and data mining and network and information security. Certainly, CRE teams are looking for some of that same talent with data scientists who can navigate the IoT, big data and analytics and deal with increasingly sophisticated “smart” buildings and systems. Soft skills are more difficult to quantify on a resume or CV with traits that include people and social skills along with certain personality traits. According to LinkedIn, the four soft skills in highest demand in 2018 are:

- Leadership
- Communication
- Collaboration
- Time Management

In CRE, and more broadly, the future workforce will need to align its skillset to keep pace with the changes underway and ahead. According to a new World Economic Forum report on The Future of Jobs, the top 10 skills workers will need in 2020 are:11

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgement and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

People who can curate or thoughtfully pull together solutions are going to be in high-demand in the future in CRE and across industries.

**Managing Risks**

As part of its tool kit, CRE needs a thought process on how to talk about risks with the business. CRE also needs to have a better understanding of its ability to prioritize capital investments related to mitigating risks to the physical assets. Risk management is not a new concept for CRE, but it is growing in importance and impacts the entire breadth of the CRE function. The terrorist attacks of 9/11 in New York City elevated the focus on building security. Subsequent incidents of terrorist attacks and workplace violence have kept companies keenly focused on building security and personal safety of employees and visitors to facilities. Having emergency preparedness, resiliency and contingency planning in place at the facility level is important, and those efforts also need to be localized based on the risks relevant to the specific location or region.

CRE also is on the front lines of the physical impact of changes in weather patterns or sea level change. Climate change and the severe weather events it is perpetuating have emerged as another threat to the enterprise and to CRE. Weather events can have a physical impact on facilities, supply chains and infrastructure, as well as financial and reputational repercussions associated with interruptions to business continuity or violations of environmental compliance laws. According to a JLL report on risk management, companies are making location decisions based on anticipated rising sea levels and energy-source reliability – factors that would not have entered their consideration a few years ago.12

---

12 “Are Hazards Blocking Your Corporate Real Estate Goals?” Michael Jordan. JLL. 2015.
In addition, cyber threats pose a serious problem that is likely to grow bigger as digital technology continues to advance and become more entrenched in business and everyday life. The rapid advance of the IoT is creating bigger cyber security risks for organizations, and today’s workers increasingly expect a much more connected building and more sophisticated dashboards.

What Do These Changes Mean for the Future of CoreNet Global?

- CoreNet Global will need to empower its members to upskill as well as learn new skills. Formats of learning and what is taught will need to change with more focus on soft skills. The emphasis will be less about traditional learning and more collaborative, more role playing and also using the CoreNet Global network to solve problems.

- Education programs will continue to be more and more important as the profession continues to evolve, but education might not be formal. CoreNet Global might need to help facilitate education on an informal basis with shorter micro-learning sessions which are more focused on problem-solving and solutions CRE can take back to their organizations. Education and learning will likely be more fast-paced, hands-on and specific to a particular topic or issue.

- CoreNet Global has an opportunity to leverage tech to personalize the training experience.

Growing Demand for Personalization and Instant Solutions

The ubiquitous nature of technology and mobile devices means that society has less patience; people want instant access to just about everything – whether it’s detailed information or their unique style of coffee. For CRE, it will be important to have easy and intuitive access to data and information in a range of mediums. “We have the ability to pick and choose in the palm of our hand through our phones and other devices. The expectation of this ease can only grow,” says Kate Langan, Group General Manager Property at ANZ Banking Group in Melbourne, Australia, and immediate Past Chair of CoreNet Global. “People want to be able to communicate quickly. Open source and sharing are becoming easier, as is getting a global solution to a problem. People want that instant information.” At ANZ, security is key, but speed of accessing information and the intuitive way it can be consumed are imperative,” adds Langan. How might CoreNet Global facilitate those communications and connections so people can create solutions quickly?

People are also becoming more accustomed to personalization and customization. Consumers are leaving plenty of digital breadcrumbs for businesses to pick up as it relates to behavior and spending habits. Companies are using that information to provide individual recommendations on everything from books and movies to coupons for favorite foods or the latest fashion. People are expecting that same type of personalization from employers.

Personalization is already taking root in the workplace as more employees choose to bring their own devices to work, as well as have more freedom to choose when and where they work within an office or remotely from home or the local coffee shop. A recent article in HR Technologist made the point that such personalization is “crucial in fostering a high-performing culture” and is likely to become more than just an afterthought, but the new norm in the workplace.13

CoreNet Global’s recent report on The Convergence of Technology and Real Estate discussed the rise of personalization in the new digital workplace.14 Better managing space needs and real estate costs will always be a priority for CRE. However, the discussion around smart, technology-enabled buildings has expanded as organizations have recognized the inter-dependency between operating efficiencies and the occupier experience. The business case for the digital workplace is being driven by efforts to improve collaboration, productivity and create an environment that helps attract and retain talent and boost brand image.

The expectation is that as technology has raised the standards, workers will demand a more personalized experience in the workplace. And especially for those employers that view their workers as an important “customer” that they want to retain, CRE professionals focused on curating that workplace experience will need to look for ways to satisfy that demand in the physical space. Examples of that may range from giving individuals more control over their personal workspace, such as the ability to control temperature and lighting, to making recommendations on food choices in the commissary or cafeteria.

Occupants today, especially Millennials coming into the workplace, expect technologies to provide a seamless level of engagement and ease of use as they navigate a workplace with blurred boundaries. Employees can use an app to request services, schedule a repair, order catering, reserve a conference room or find an available parking space. In addition, the technology function is expanding dramatically beyond the traditional responsibilities to personalize services to the occupant. For example, rather than

---


just reserving a meeting room, a reservation app can also make recommendations on what other equipment or food and beverage might be needed for that meeting based on past history.

What Do These Changes Mean for the Future of CoreNet Global?

What this means for CoreNet Global is that members will expect 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 association to leverage technology to collect data and through machine learning and AI be able to offer a more curated and tailored experience to its members in the future.

Everyone wants to create their own experience, but how do you do that for more than 11,000 members? Based on traditional methods and models, personalization was very difficult to achieve. Yet according to Packard, there is a new way to achieve this by using the new model that accounts for a new “relationship lens.” Essentially, the new perspective is that the circle of influence is different for me and is different for someone else. So, people will be able to have individual experiences based on their own, individual circle of influence.

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. That old model is based on – “this is where the industry is, and this 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.

Conclusion

CoreNet Global is working to better understand the CRE evolution underway – and still ahead – as it explores what belonging, convening, learning and information & content will mean for the association and its membership by 2025. CRE, along with virtually every other profession ranging from healthcare and retail to manufacturing and transportation, is thinking about how technology and experience is changing the traditional way of doing things. At the same time, CRE is starting to align itself as a profession with a broader remit and sense of purpose. As such, the conversations being held within CoreNet Global are becoming much more dynamic and more cross-disciplinary in a way that starts to require a broader dialogue.

Change management is not an easy process. It’s a little like changing the wheels on a car that is moving, notes Mo Husseini, Senior Vice President, Design at Freeman Company, an event marketing and management company based in the U.S. “One of the things that CoreNet Global should feel very proud of is that it is engaged in a process of trying to be its own disruptor and looking at its future with an eye toward navigating and managing change,” he says.
Future Trends:
Viewing Change From a Social, Technological, Economic, Geopolitical and Environmental Perspective

By Sonali Tare, Director of Knowledge and Research, CoreNet Global

The world today is hyper connected, with global trends shaping it like never before. What happens in one part of the world impacts something (or someone) thousands of miles away. That’s why it was critical to the FutureForward 2025 project to study broad trends and how they might influence the future. Each FutureForward 2025 work group convened around the topics of belonging, convening, learning and information & content. Groups also applied a scanning discipline to explore the future of those four areas through either a social, technological, economic, geopolitical or environmental lens.

Below is a summary of some of the factors that were considered by project participants across the globe.

Social and demographic trends

From increased diversity, to increased urbanization, and a higher number of women in the work force, what was the norm 20, or even 10 years back, no longer holds. Not only do companies need to be aware of where the best talent comes from, or where the next demographic dividend lies. They also need to understand where consumers might come from 10 years down the line.

The population of the world keeps growing. It is anticipated that by 2030, the global population will have reached 8.6 billion and by 2050 9.8 billion. More than half the increase in population by 2050 will come from Africa. Asia is second in terms of anticipated population growth. Europe will be the only continent to decrease in population with an expectation that it will be smaller than it was in 2017. Over 50% of this growth will come from the following nine countries, in order of how many people they will add - India, Nigeria, Democratic Republic of the Congo, Pakistan, Ethiopia, the United Republic of Tanzania, the United States of America, Uganda and Indonesia.

Overall, the world will age as time progresses, though there will be regional discrepancies in terms of how quickly this will occur. According to the UN’s World Population Prospects 2017 report, the current world population over the age of 60 is 13%, a number that is increasing by a rate of 3% each year. Lower fertility rates and rising life expectancy will mean that by 2050, the percentage of global population over the age of 60 will be 25%. The only exception will be Africa. Europe’s current population already has this ratio. The end result of this is the growing dependency ratio, which looks at the percentage of working population in relation to those not working/retired. The greater the ratio, the greater the strain on the working population to support those not employed or retired.

An aging population requires different kinds of support, from care centers and insurance, to grappling with the realities of government support systems being overburdened by populations that are older and also living longer. In more traditional societies, there is also an expectation that the younger generations will take...
As populations continue to rise and with the growing global dependency ratio, there is a need to ensure that those of working age have jobs available and the skills to get those jobs. Currently, according to a 2017 report from the UN, the global literacy rate for adults is 86%, while for youth it is 91%. Of those illiterate, two thirds were women. The UN defines literacy as the ability to read, write and count in a certain set of situations. However, today, this more traditional viewpoint of literacy does not always hold or isn’t as useful. With the increased digitization of the world, literacy will eventually need to include the ability to utilize more advanced technology. Hearteningly, as the literacy rate across the world has improved, so has the number of college graduates. According to a 2017 UNESCO report, the number of graduates in the world has doubled between 2000 and 2014. However, this growth has been uneven across the various regions in the world. For example, only 8% of the relevant population in Sub Saharan Africa is enrolled in higher education, compared to 75% in Northern America and Europe. Given where much of the population growth over the next decades will come from, education numbers need to mirror that growth. Governments and educational institutions have a tremendous opportunity here to ensure that growth is sustainable, wide-spread and uplifting for most of the world’s population. The graph above shows how countries at different income levels have fared between 1970 and 2014 in terms of enrollment in higher education. When it comes to STEM specific graduates, China and India now have more graduates than the rest of the world. In 2016, China had 4.7 million, while India had 2.6 million.

The various generations have different kinds of impacts on markets, the labor force, etc. Two generations that have been studied and researched in great depth over the past few years are Gen Z and Millennials. Gen Z or the post-millennial generation is defined as those born after 1997, and Millennials are those born between 1981 and 1996. These are the generations that have either been in the workplace and consumer class for a few years now or are just entering both. As of 2018, Millennials are the biggest part of the workforce in the US and are therefore defining what work looks like today. Globally, Asia has the highest percentage of Millennials – 58%, with 19% being in India alone; Sub Saharan Africa has 13%; Europe ranks lowest at 8%. It is anticipated that...
countries with a high percentage of younger populace have the potential to reap a demographic dividend, which is essentially the potential of a positive impact due to the specific population structure of a country.

As these two groups continue to make their advent into the workforce and consumer class, companies will need to adapt to their way of living, working, and consuming. While they are the “selfie” generation, and are digital natives, navigating easily across social platforms and new technologies, they also seem to crave human connections. There is a desire for meaningful face to face meetings, for value and purpose driven careers and pursuits, and conscientious consumption.

With the growing influence of these two younger generations, many companies are struggling to strike a balance between those coming into the workforce and those who’ve been there for substantially longer.

Urbanization

Urbanization, for many years, has been seen as the path to economic development and much of the world is increasingly urban today. Urban dwellers have different needs and expectations and put different kinds of pressures on infrastructure. As more people move into cities, there is a higher level of burden put on the systems that support these cities. Public infrastructure needs to be able to adjust to this increased load. From more jobs and bigger health care systems to transportation concerns, all mechanisms need to be recalibrated and planned for future changes, as cities continue to grow.

While urbanization can bring challenges, it is also abundant with opportunities, locally, regionally, and globally. Cities are generators of higher levels of income, can drive economic growth, and have greater levels of consumption as well. With the intertwined nature of global economics and trade, more cities can have a positive impact globally, pushing innovation and incomes.

According to a 2018 report by the UN, currently, 55% of the global population is urban, a number that will grow to 68% by 2050. India, China and Nigeria will be responsible for 35% of this growth. Not only will the number of those in urban areas grow, so will mega cities such as Delhi, which currently has 29 million people and will take over Tokyo to become the largest city in the world by 2028. Overall, there are expected to be 43 of these megacities, each with over 10 million citizens. And most of these will be in the developing regions of the world. This growth, if managed appropriately, could propel millions, if not billions, out of poverty.

and be an engine for global economic progress. However, to sustain the cities and guarantee success, there will also be a need to ensure that sustainable practices are put into place to safeguard the environment. For example, estimates say that by 2050, urbanization and population growth will lead to a 70% increase in waste generated.28

Technology

The Fourth Industrial Revolution is here, but what does that mean? Every major industrial revolution that’s has been experienced over the past centuries has had a catalyst, something to identify it and exemplify it by. The first industrial revolution had the impetus of mechanization, steam and water. The second brought us what we recognize as manufacturing today – mass production and assembly lines, and also electricity. The third is characterized by the advent of computers and automation. The fourth, the cusp of which we are on now, is the merging or blurring of the lines between cyber and physical systems. If that sounds like the realm of sci-fi and Star Trek, it isn’t, or at least not any more. Yesterday’s computer and internet revolution is today’s Artificial Intelligence (AI), machine learning and block chain. Cloud no longer means what it did, a robot can speak and look like a human, and nano-technology has made it easy for us to conduct many tasks that were impossible for humans to carry out.

The Fourth Industrial Revolution29

Technological evolutions that used to take decades to occur are transpiring on a yearly basis. The fourth industrial revolution is firmly here. What does this mean for us? As consumers, employees and employers, and in our daily lives?

Using Alexa to play music, setting a fraud alert on your internet finance platforms, and using the “recommended” function on Netflix are all examples of AI and machine learning. These technologies have made our lives and work easier, safer, and quicker. The use of robots for concierge services is something that is already being attempted. Chat-bots that respond to online queries, increased use of the “cloud”, and connected building systems are now commonplace. These developments we are already seeing, promise or threaten, depending on your perspective, to disrupt life as we know it, in a way not seen in most of our lifetimes.

According to a 2017 study by PwC, technologies such as robotics, automation and AI could contribute up to 14% to global GDP by 2030, which is equal to around $15 trillion at today’s values. The study goes on to say that many of these gains will come from product enhancements and stimulation of consumer demand, propelled by the availability of a greater variety of products, ability to personalize at a higher rate, and increased affordability over time.30

Adoption levels and what we do with the technology will differ from sector to sector and country to country, but the change will be quick and on a large scale over the next few years. Similarly, the impact of these technologies will be varied in terms of the economy as well. Many of the above-mentioned gains will come from China and the US, with China seeing gains of 26% and the US seeing gains of 14.5% by 2030.31

While AI and automation mean that some jobs are taken over by technology, leading to job losses, a recent report from the World Economic Forum says that the number of jobs created due to changing technology will be more than the numbers of jobs lost. According to the report, there will be 133 million more jobs generated, while job losses will be approximately 75 million.32 However, these dividends can only be seen if we anticipate and prepare for these changes through enhancement of skills. A list of how automation will impact jobs in certain sectors can be seen in the graphic on the next page.

```
```
Skills that most of the working population today learned as being essential may no longer be of use in the coming years. Today, everyone needs to be able to use and be comfortable with technology that did not exist a year or two back. However, as technology takes over many jobs, skills that a machine cannot replicate such as strategy and complex problem solving, critical thinking, creativity, etc. will be more sought out and higher in demand.

These changes in expectations will mean reskilling for many who are already in the workforce and a rethinking of how the next generation need to be trained and educated. For governments and educational institutions of the world, the big question will be how to prepare for job losses that are inevitable with the increased use of automation.

The Internet of Things or IoT continues to connect more and more of our devices to each other. The more they talk to each other, the more they also collect data. Data analytics will be a key skill that the future workforce will be required to have and be in high demand. This collection of data, via IoT or the various platforms we use has also given rise to increasing concerns about privacy and how this data is shared and used. Malicious use of data and the ability of hackers to get into what might seem to be the more secure systems has led to increased anxiety around security. Yet, many of us easily and without a pause continue to share personal information, from likes and dislikes to political affiliations and pictures from our holiday on social media sites such as Facebook, Instagram and Twitter. This is a global trend that will continue to grow at least in markets where privacy

The Future of Jobs

<table>
<thead>
<tr>
<th>Potential jobs at high risk of automation(^{34})</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="chart.png" alt="Bar chart showing percentages of job automation risks" /></td>
</tr>
</tbody>
</table>

*Source: PIAAC data, PwC analysis*

The Future of Jobs\(^{35}\)

<table>
<thead>
<tr>
<th>Today, 2018</th>
<th>Trending, 2022</th>
<th>Declining, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytical thinking and innovation</td>
<td>Analytical thinking and innovation</td>
<td>Manual dexterity, endurance and precision</td>
</tr>
<tr>
<td>Complex problem-solving</td>
<td>Active learning and learning strategies</td>
<td>Memory, verbal, auditory and spatial abilities</td>
</tr>
<tr>
<td>Critical thinking and analysis</td>
<td>Creativity, originality and initiative</td>
<td>Management of financial, material resources</td>
</tr>
<tr>
<td>Active learning and learning strategies</td>
<td>Technology design and programming</td>
<td>Technology installation and maintenance</td>
</tr>
<tr>
<td>Creativity, originality and initiative</td>
<td>Critical thinking and analysis</td>
<td>Reading, writing, math and active listening</td>
</tr>
<tr>
<td>Attention to detail, trustworthiness</td>
<td>Complex problem-solving</td>
<td>Management of personnel</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>Leadership and social influence</td>
<td>Quality control and safety awareness</td>
</tr>
<tr>
<td>Reasoning, problem-solving and ideation</td>
<td>Emotional intelligence</td>
<td>Coordination and time management</td>
</tr>
<tr>
<td>Leadership and social influence</td>
<td>Reasoning, problem-solving and ideation</td>
<td>Visual, auditory and speech abilities</td>
</tr>
<tr>
<td>Coordination and time management</td>
<td>Systems analysis and evaluation</td>
<td>Technology use, monitoring and control</td>
</tr>
</tbody>
</table>


concerns have not yet taken root. Governments are already taking steps to safeguard their citizens’ privacy via measures such as the recently enacted General Data Protection Regulation (GDPR) policies initiated by the European Union.

As users become more aware of how their data is used, for companies that provide online services or use the cloud to store their data, enhancing their security protocols and systems will become imperative. There will also be impacts on how social media and online marketing is conducted.

Economic

Since the global financial crisis of 2008, which deeply debilitating markets, the world economy has been on the upswing. But where will it be in the coming decade? If trends and predictions are to be believed, the coming decades will reveal the economic power of the emerging markets to an even greater extent. According to PwC, the global economy is expected to double its GDP by 2042. The E7 countries, which include Brazil, China, India, Indonesia, Mexico, Russia and Turkey might see an increase in their share of global GDP from 35% to 50%. The average growth in the E7 is anticipated to be 3.5% while the G7 (which includes, Canada, France, Germany, Italy, Japan, the United Kingdom and the United States) will experience a lower rate of 1.6%.

Some of these trends can be seen today as well, with China having surpassed the US, and India already in third place. Much of this growth in these markets will be propelled by rising population and domestic demand.36

According to McKinsey, half of the world’s consumption will take place in the emerging markets by 2025. This increase will rise in tandem with the growth of the consumption class, which is defined as those with more than $10 USD of disposable income a day. By 2025, 50% of the world’s population will fall under the consuming class category, a significant increase from 2010, when only one third of the population could be defined as such.37

However, there are risks that could derail some of these prospects. For example, the current geopolitical climate is likely to have lasting consequences for the global economy. For the past few decades, the US and Europe have led much of the global markets and global politics. The shift towards emerging economies such as China, India and Russia has been occurring over time, but is likely to be accelerated. With the potential for a pullback of the US economy from the global stage, increased tariffs, and the on-going discussions around immigration, there is a possibility of long-lasting impact on how the global economy functions. The uncertainty surrounding Brexit, for example, could undermine where and when companies invest, where they hire talent or rent/buy space.

In addition to the growth in markets, other factors such as gig workers and the sharing economy will influence the shape of things to come. The gig economy has unbound employees and employers, allowing flexibility on both ends. Contractors engaged in the gig economy can choose how, when and where they work, and employers with temporary needs can tap into these resources. And the sharing economy has upended what the marketplace looks like, who the consumers are and who the producers are. Both these phenomena are already having and will continue to have a disruptive effect on the economy over the next several years.

---


Geopolitics

Decades of globalization have meant lower barriers to trade, easier flow of talent across borders, and higher levels of access to information. However, this has not been a positive story for everyone, with outsourcing, automation, and leaner processes meaning that many are out of jobs they might have considered were “theirs” for life. These realities and the sentiments that go with them have led to a backlash against globalization and all it means in many countries of the developed world. From the election of Donald Trump in the United States to the “yes” Brexit vote in the United Kingdom, there has been a rising sense of nationalism that has led to higher trade barriers or higher hurdles for those who might want to seek greater opportunities elsewhere.

In the United States, the current debate over tariffs and immigration has given pause to many companies with plans of expansion or those wanting to bring in talent from outside. In the era of high globalization, movement of talent across borders had been considered commonplace, with companies seeking the best, regardless of location. Today, it is no longer as easy to do so, meaning that corporations must find other solutions. The concerns here being whether these policies will impact innovation, productivity, and growth in the long run.

Similarly, for decades, companies across the world have outsourced everything from manufacturing to financial services, to countries with lower costs. The idea being that lower costs can then be passed on to the consumer and also impact the bottom line and shareholders positively. How the current scenario will change how business is conducted today remains unclear.

The consequence of many of the current trends is that the center of the world as we know it today is shifting. Over the past decades, the commercial and economic center of the world has been the US and the rest of the Organisation for Economic Co-operation and Development (OECD) countries and Japan. With the growth of China, India, and other markets, not only has economic power shifted, so has political power. Countries that might not have been as engaged or vocal on the global political scene are now much more assertive, given their economic and demographic heft.

As these centers shift, there will be an inevitable shift in many things that are the norm today. From language used to conduct business, to cultural practices and perspectives, a wave of palpable change is afoot.

Other changes to consider include non-state actors that are sometimes more powerful, influential, and richer than many countries. Companies such as Amazon, Apple, Google, and Facebook wield tremendous influence around the globe. Not only are they able to, if they wanted to, influence politics and markets willingly, but their platforms can also be manipulated to gather and disseminate data or misinformation by those seeking to control political and economic outcomes as has been seen in recent years.

This leads to one of the biggest conundrums of today’s information age. Information is ubiquitous, but can one trust it? That’s the question that most of us ask today. As technology makes it ever easier to access, share and disseminate information across the globe, vigilance to ensure the accuracy of the information one comes across will be needed. Desire for instant information is increasingly being tempered with reticence and doubt as to the validity and veracity of the source. According to the Edelman Trust Barometer, 7 in 10 individuals globally are worried about fake news and the potential of information to be used as a weapon in politics. Furthermore, media, which used to the be the source of news for many, is the one many trust the least. Yet, the desire for instant information, available at one’s fingertips is growing and becoming more and more the norm. Balancing this desire with ensuring that the information obtained is accurate and factual will be what many organizations, people, and governments will grapple with for years to come.

---

33 “Cause for concern? The top 10 risks to the global economy” The Economist Intelligence Unit. 2018. http://pages.eiu.com/rs/753-RQ-438/images/Top_10_risks_to_the_global_economy.pdf?mkt_tok=eyJpIjoiTkdGa1lXVTROMlZsT-WYFNb5nu30i3X3VWnkonlDFlnkJHuiO2MWFJQKJ.1ksd5xkdbj3SwLW1t3Wd9ekd2nkl1-MEZu1UkSnJrakdcnhi8sm03ZWYNY0y1p3ZW1k3RFcSTNY4Y1FtDWoWjJt1yBHn9FRKMBv-zV9Z2d0dXCC81ahBoaE1e1b5ITW2sTGNN3ewB9yREZSZ2VcN6Nhm0z0%3D

Instabilities, Rules and Regulations

Emerging markets are lands of opportunity. From the BRICS countries, to ASEAN, to Sub Saharan Africa, the developing and emerging economies hold tremendous potential. However, there can also be challenges for foreigners trying to conduct business in these markets. From tricky regulations to volatile governments, there can be many barriers to achieving success. The World Bank’s Ease of Doing Business report studies the level of ease or difficulty in starting or operating a business in a particular country or region. The study addresses labor market regulations, access to credit, trade barriers, ability to enforce contracts, etc. According to the report, while emerging markets, including those in Sub Saharan Africa and South Asia have made movements towards improving their global business environments, significant barriers and obstacles exist.

Despite the hindrances, emerging markets are forecasted to continue to grow as previously noted. And foreign companies are expected to continue to invest in more volatile markets.

The Living Environment

Many factors influence the world we live and work in -- and how we interact with that world. Our experiences are shaped by collective actions that also shape the environment.

Climate change and all the impacts associated with it are starting to have serious consequences around the world. From higher temperatures to stronger hurricanes and typhoons, and from plastic clogged oceans to melting glaciers, the impacts are being felt globally.

In terms of numbers, the world is much warmer than it used to be. Since record keeping for global temperature started in 1880 the average temperature has increased by 1.8 degrees Fahrenheit or 1 degree Celsius. Even discounting for the naturally occurring El Nino effect, we are seeing record breaking temperatures across the world. 2017 was the warmest year ever recorded in which El Nino was not a factor. And we’ve been on this record-breaking streak since 2014. While this number does not seem significant, the consequences we are already seeing are alarming enough that most governments and many corporations are looking for ways to reduce the impact.

The Paris Climate Change Agreement or COP21 was signed by 179 countries and has the aim of reducing global emissions and keeping temperatures from rising over 1.5 degrees Celsius or 3 degrees Fahrenheit. The hope being that these measures would mitigate some of the impact being seen from climate change. This is the first climate change accord to have been signed by a majority of the world’s countries.

Rising global temperatures and the associated weather patterns it affects have brought about mega storms, drought, rising sea temperatures, and melting ice caps. Different parts of the world are seeing different kinds of outcomes from climate change. Drought is leading to food insecurity. Similarly, water insecurity is rising to the top as a major risk. According to a report by PwC, the world’s growing population in combination with climate change might mean that by 2050 our water supply would be enough for only 60% of our needs.

As polar ice caps melt, rising sea levels are causing communities to disappear and shrink as water takes over land. And the rate of melt in the arctic is only expected to accelerate. Previous estimates showed the arctic being ice free in summer by 2100, but that estimate has changed to this possibly occurring by 2050 instead.

According to an article in the online version of Wired magazine, sea levels are rising faster than they have in over 2000 years. At the current rate of increase, sea levels will rise by 26 inches or 65 centimeters by 2100.

41 “2017 Was One Of The Hottest Years On Record” Laurel Wamsley. NPR. August 1. 2018. https://www.npr.org/2018/08/01/634581630/2017-was-one-of-the-hottest-years-on-record
44 “2017 Was One Of The Hottest Years On Record” Laurel Wamsley. NPR. August 1. 2018. https://www.npr.org/2018/08/01/634581630/2017-was-one-of-the-hottest-years-on-record
For communities on the coast or in low lying areas, there will be a need for future planning to improve the chances of surviving a storm or to delay the encroaching sea waters. Options could also include displacement of entire communities to higher ground or further inland. Storm-related evacuations such as Hurricane Katrina in the U.S. displaced over a million people at the time the storm hit. A 2018 report by the World Bank which looked at Sub-Saharan Africa, South Asia and Latin America from the perspective of climate change related displacement estimates that by 2050, over 140 million could be displaced within these regions. These three regions represent 55% of the population of the developing world and the poorest and most vulnerable will probably be the hardest hit.

In the United States, the economic impact of weather pattern-related natural disasters has grown over the decades, as seen by the graph below.

![Billion-Dollar Disasters](https://www.ncdc.noaa.gov/billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of US weather-related disasters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985</td>
<td>4</td>
</tr>
<tr>
<td>1990</td>
<td>8</td>
</tr>
<tr>
<td>1995</td>
<td>12</td>
</tr>
<tr>
<td>2000</td>
<td>16</td>
</tr>
<tr>
<td>2002</td>
<td>Total (5-year moving average)</td>
</tr>
</tbody>
</table>


Note: Data are inflation-adjusted and valid as of October 2017.

From deaths and displacement to a likely refugee crisis, the human crisis can be related to the environmental events continues to rise. The UN High Commissioner for Refugees estimated that since 2008 21.5 million people have been forcibly displaced annually due to climate change-related weather hazards.

Climate change is not just a climate or weather problem, rather, the way it impacts communities and countries, makes it also a potential geopolitical and economic problem. It emphasizes and impacts the entire eco-system, generating instability across countries and regions.

As the world continues to add cities and add to the population, the levels of pollution, emissions and energy consumed will grow as well. For the growth of cities to be sustainable, it is important that city planners, policy makers, and inhabitants of cities start to make a concerted effort to reduce their consumption of energy and output of emissions and pollution. According to UN Habitat, almost 80% of the world’s energy is consumed by cities and over 60% of emissions are generated by cities. All this while cities occupy around 2% of the world’s surface. Furthermore, indoor and outdoor pollution is increasingly a major problem in many parts of the world and is slowly becoming a leading cause of death in many countries. According to the World Health Organization, approximately, 4.2 million people die annually due to causes related to outdoor air pollution, 3.8 million die due to indoor air pollution and around 91% of the world’s people live in places that fail to meet guidelines set by WHO.

There are mechanisms that can put into place to mitigate some of these consequences - reducing emissions, water harvesting, and building smarter buildings and cities that consume less energy.

## Conclusion

The built environment is affected by a number of external factors, including the environment, economy, shifting demographics, geopolitics and technological advancements that will continue to evolve for better or worse in the years ahead. CoreNet Global and its membership will need to stay abreast of changes to come as they focus on indispensability and relevancy in the year 2025 and beyond.

---

53 “Air pollution” WHO. http://www.who.int/airpollution/en
Acknowledgments

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, SLOR, 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 Shallesh, 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

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 Balasingam, 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 & Sommers SE
- Maria Russo-Fama, Director Client Solutions, BGIS
- Ian Terry, Managing Director, Singapore, Freemanxp

Dawn Landry, CEO and Principal, Authenticizty, LLC
Andrew Latimer, Director of Transactions and Relationship Management, KeyBank
Jenny Nelson, Manager, Research Content and Knowledge Resources, ASAE
Jim Scannell, SVP, Administrative Services, The Travelers Companies
Doug Sharp, MCR, President, Corporate Solutions, JLL
Lee Utke, MCR, Partner, The Roseview Group, LLC
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 Sves, Juniper Networks

Chicago

Mo Husseini, SVP Design, Freeman Company
David Kamen, MCR.h, 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 Husseini, 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.w, 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. Peschl, Professor for Cognitive Science & Innovation Studies, University of Vienna and CSO of theLivingCore Innovation and Knowledge Architects
Katia Rizk, 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
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 Miscovich, 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

EXECUTIVE SUMMARY

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.h
Americas Real Estate Services Leader | Business Enablement
EY

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

Treasurer:
Michelle Myer, MCR.w, 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 Hallisey
Executive Managing Director – Occupier Services, EMEA
Colliers International

Kay Sargent, MCR.w
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
Omnico 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 Bazorod, Chief Operating Officer
Katleen 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 leading change

VELVET CHAINSAW consulting

VICTORY PERFORMANCE CONSULTING LLC