

INDUSTRY INSIGHTS:

**WHAT DOES THE
THEATER OF DREAMS**

HAVE TO DO WITH

THE FUTURE OF

WORK?

THE FUTURE OF
WORK



*Old Trafford, The Theater of Dreams,
Home to Manchester United*



Insights to Partnerships



As Tesla, UBER, and Google work on self-driving cars, Amazon on drone deliveries and now Airbus announcing autonomous flying taxis, what will the future of the work commute look like?

Add on top of this the growing numbers leaning toward a more nimble, cost effective, efficient workforce that is on demand suiting both corporate overhead efficiencies and meeting the needs of today's (and tomorrow's) mobile workforce.

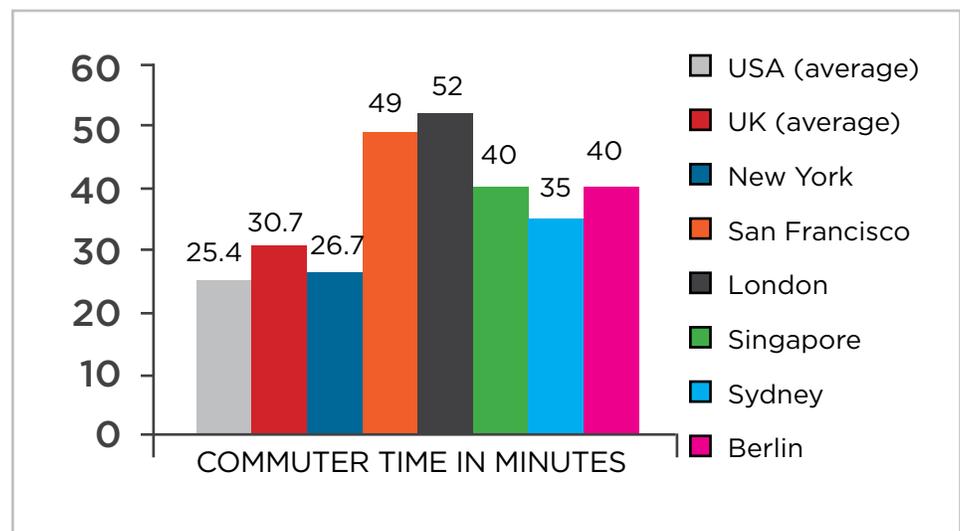
Then, there is the dilemma for corporations and real estate professionals of what the workplace of the future looks like.

So, what do lessons from places like the Theater of Dreams tell us about the Future of Work?

MAKING THE JOURNEY PART OF THE EXPERIENCE

Just like Manchester United fans around the globe, the single biggest reason for not going to a match is the travel time (and cost) to get there. One of the biggest sources of employee dissatisfaction is their daily commute; not only how long it takes, hassle factors, and cost but that it is mostly a frustrating waste of time. Whether driving, train or on the underground, only when the commute is either shortened or optimized do levels of satisfaction increase.

In the U.S., the average commuter time is 25.4 minutes and in the UK, 30.7. This rises to more 52 minutes in London. For an average commuter at 25 minutes, each way, that is 50 minutes a day, 208 hours a year, the equivalent of 5 working weeks, or more than 3 years during your career. This doubles if you work in London or San Francisco!



Until self-driving cars and autonomous flying taxis are readily available, optimizing the commute will have to rely on better-equipped modes of transport that facilitate the ability work, email, be online, and be productive.

Over a 30-year career in London, that's more than six years and \$675,000 in lost time and productivity.

THE CONSUMERIZATION OF WORK

At a Future of Work event in New York last year, I heard Harry West, CEO of Frog Design, talk about the consumerization of work and how an on-demand culture is growing as to how we consume work, on our terms, on our time.

This is no different than the revolution we have seen with such things as Netflix, on-demand movies, on-demand news channels, on-demand Manchester United games. Gone is the notion that you must go to the Cinema at a set time to watch a movie, sit down on the hour for the 10 o'clock news, or can only see Manchester United play by going to the Old Trafford.

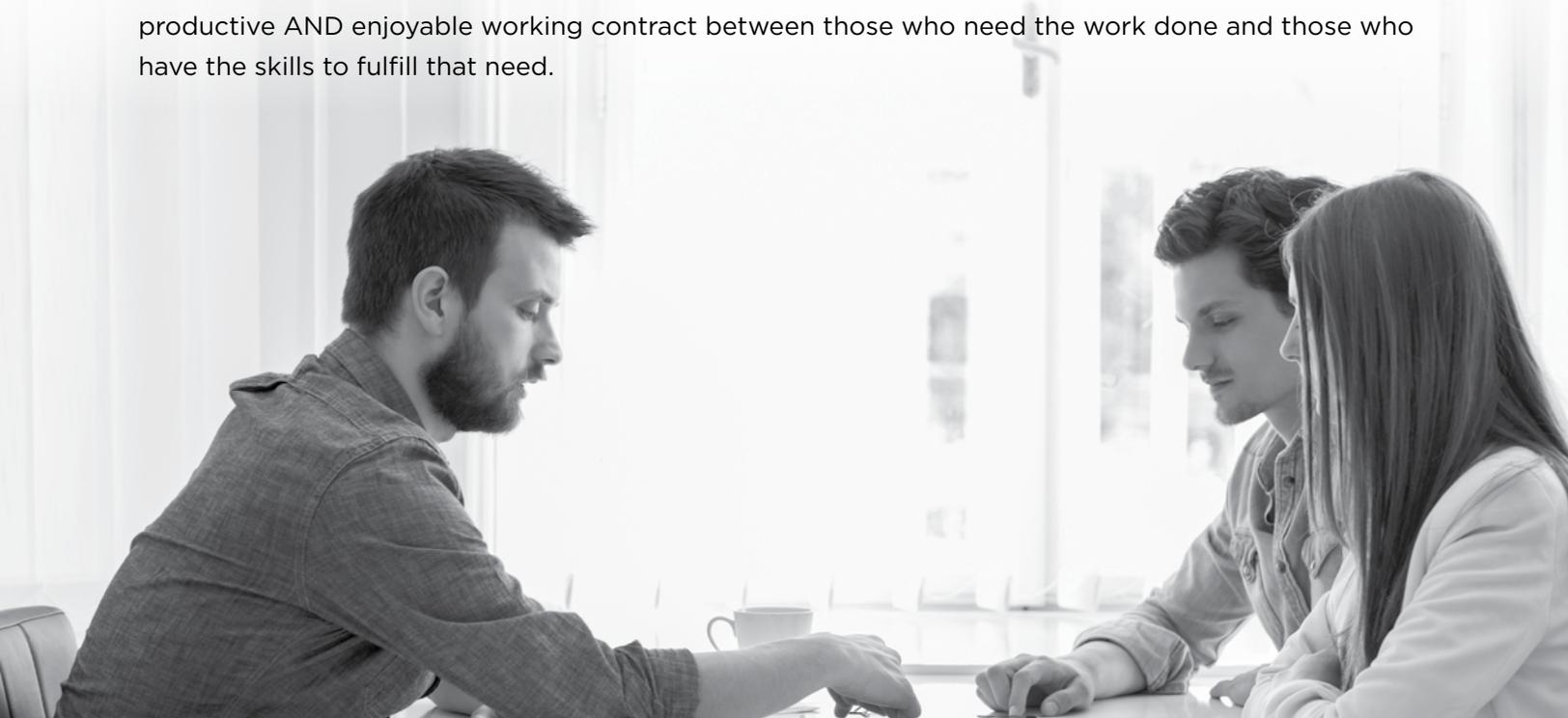
It is this increase in bandwidth and the ability to broadcast to your audience at any time that has had huge commercial implications to these on-demand businesses.

Therefore, in the same way, many factors have also changed the way in which the workforce is mobilized in this on-demand world such as attitudes toward work life balance and integration. How technology has evolved to a work everywhere, anywhere, any time model. How employers can become more efficient by using the right people, for the right job, at the right moment.

The combination of these three factors has started a trend towards people choosing when they want to work, at the tasks that they are best at and like the most, and even potentially working for multiple departments, groups or even multiple employers.

Imagine a workplace, a work life, where you minimize the things you don't like to do and maximize your time doing the things that you are good at and like, where you want, when you want.

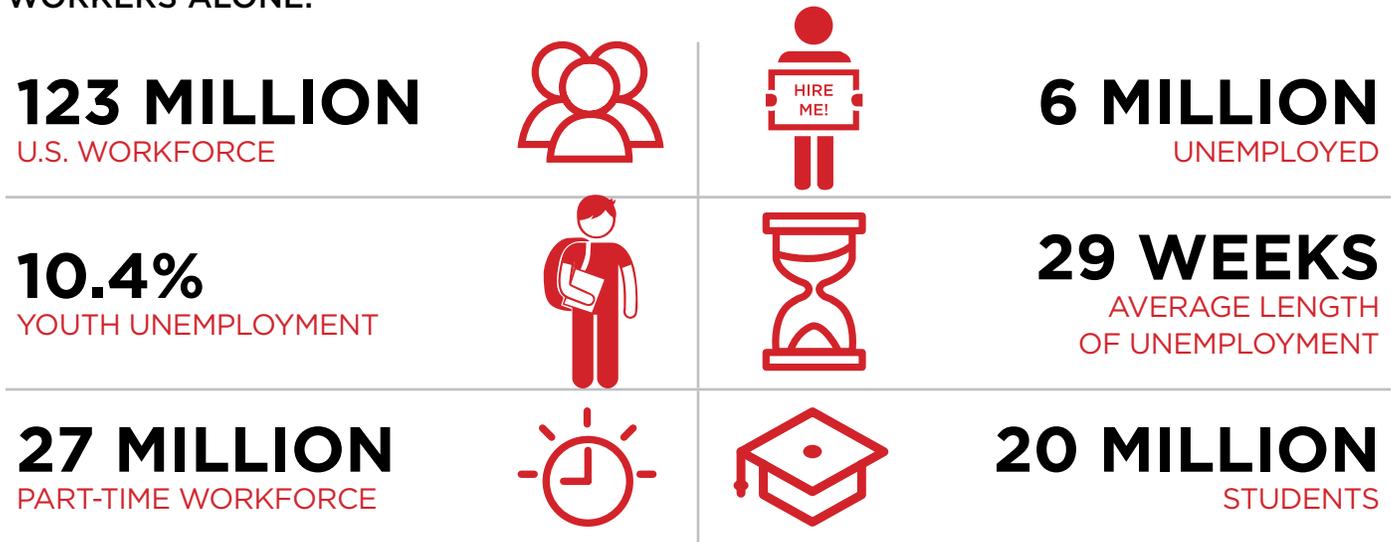
Under this model of the future, all of the parties benefit and make for a more effective, efficient, productive AND enjoyable working contract between those who need the work done and those who have the skills to fulfill that need.



UNLOCKING THE WORKFORCE POTENTIAL

Similar to clubs like Manchester United, other sports teams have worked out how to unlock their fan base potential. With a global workforce of 3 billion, it is estimated that 7 percent or some 210 million people are underutilized. There are the temporarily unemployed, executives in transition (it takes on average 29 weeks to land the next job), people with accessibility challenges, parents at home with spare time, semi-retired, students and part-time workers with the capacity to do more and an appetite to earn.

IN THE U.S., IT IS ESTIMATED THAT THERE ARE 30 MILLION UNDERUTILIZED WORKERS ALONE.



Unlocking this untapped workforce is probably one of the greatest opportunities of our time.

ENTERPRISES STILL NEED A PLACE TO CALL HOME

Despite the challenges of the commute tempting people not to go to an office (or a match), the rise of an on-demand workforce, working from home, and opportunity to leverage an underutilized workforce which could point to a shrink in the brick and mortar enterprises and the associated real estate costs, enterprises can still be a place to call home.

Imagine a corporation with 650 million stakeholders with just one building? —Manchester United, Old Trafford

A corporation home is one that not only houses the executives and critical functions to run the business but is also a cultural home, the heart of the business, a point of reference, and a tribal focal point.

One of the dilemmas faced by businesses today is how to create a place that people want to call home, a place where people want to come to and not just because they have to. What are the elements that create that and turn spaces into places?

SIX KEY INSIGHTS TO CREATING A PLACE THAT PEOPLE WANT TO BE

From a recent survey, we gathered the following six key insights into what the workforce of today is yearning for in its work experience. Here are the findings:



MUTE THE COMMUTE - making it EASIER to get there

Commuting and parking are major sources of stress and fatigue. Offering alternatives to ease this source of frustration are a major play for organizations wishing to engage their employees in the physical workplace experience. Wi-Fi-enabled buses, shuttles to transport hubs, valet parking, and promoting carpooling are all practical steps until self-driving cars and air taxis come online.



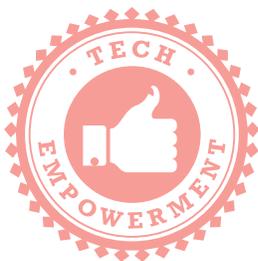
BRAGWORTHY PERKS - making it GREAT to be there

Part of describing where you work is offering what is great about it. At a recent event with Jacob Morgan from the Future of Work Community (FOWC), Jacob made an interesting observation that the true test of if you have created a great place to work is how many employee referrals does a business have and how many employees bring their friends and family to the workplace.



CHILDHOOD NOSTALGIA - making it FEEL great to be there

Experiences that bring a sense of nostalgia and memories of simpler times in their lives benefit employees by helping them shrug off stress. Ice cream socials, comfort foods, comfortable seating options, and freshly baked bread—these are all connections to nostalgia and further emotional bonding.



TECH EMPOWERMENT - making it EASY to be there

Time-starved employees are looking to save time and technology is a catalyst to organize their lives more effectively, communicate better, and be in touch, on the move, all the time, anywhere. Bring Your Own Device (BYOD) is a great example of how people want to connect in their own way, by their own rules.



LOCAL PRIDE - making CONNECTIONS to what is valued there

People are proud of where they live. Reinforcing this local pride in the materials selected for construction, the finishes, the furnishings, colors, art or references to local history and sources of pride. Making connections with the locality is an important element in creating emotional connections and engagement.



CARVING OUT PERSONAL SPACE - making it COMFORTABLE to be there

People need personal space, places to be, meet, talk, think, and work. One hat does not fit all. In this multi-generational, multicultural, global workforce, different people need different spaces at different times. Cubicles do not stimulate creativity nor do community tables stimulate concentration.

Manchester United, for example, has indeed made it easier to get to matches via light rail, shuttles, and plenty of parking, yet they have also made it so you don't have to go at all because you get a close to similar experience at home. As you walk down the Bobby Charlton Way to the grounds, statues of legends past, and the noise make the atmosphere nostalgic and fill you with pride. Technology can make it easy to access, buy online, book a seat, or watch from home or on your mobile device.

DESIGNING THE WORKPLACE EXPERIENCE OF THE FUTURE

So what do all these things tell us about how we design the workplace experience of the future?

1. MUTING THE COMMUTE

is a critical consideration



2. THE ON-DEMAND WORKFORCE

will change the way in which organizations and employees operate



3. TAPPING THE UNDERUTILIZED WORKFORCE

could be the greatest opportunity of our time



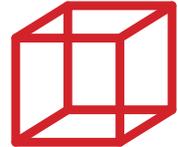
4. UNDERSTANDING YOUR WORKFORCE

will give you key insights on how to maximize the opportunity



5. TURNING SPACES INTO PLACES

and creating environments where people can thrive



6. CONVENIENCE

and promoting life work integration is key to employee engagement



7. CREATE EMOTIONAL CONNECTIONS

that in turn win brand loyalty and enduring communities



Can the workplace learn from this and make the experience the best it can possibly be whether at the office, on the road, or at home? Surely technology can help and support this drive.

TURNING SPACES INTO PLACES

As the workforce changes, expectations are shifting and choices are increasing. Hotels and other establishments, such as the ubiquitous coffee shop, become more and more a place in which people do work—meetings, email, quiet time, and collaboration. We have seen this shift as CEO of Starbucks Howard Schultz so famously coined, “to the third place”, but maybe that insight should be applied to the second place—the workplace.

Imagine a workplace that has the same levels of hospitality. A meet and greet with a smile (not a security guard), a place to hang out, take a coffee or water in the lobby. Coffee shops throughout, food available in pantries, micro restaurants, full-service, local Guestaurants™. How about fitness, massage, and stress-busting? Convenience store, company apparel store, concierge services, banking, mail, dry cleaning, and take-home meals and more . . .

Imagine a workplace where you could complete all your daily, weekly, household chores and maximize your First Place: Home, Family, and Life!

BUILD IT AND THEY WILL COME

The office, the headquarters, and the regional hub are all tribal meeting places. Places where the members of your tribe can gather to refresh themselves on their greater purpose, their mission, your vision, and reconnect those emotional ties to your brand, your ethos, and your culture.

There are many examples of these tribal shrines around society ranging from the obvious—Mecca, Taj Mahal, and the Vatican—to outside of religion. Take my team, Manchester United and their hallowed ground, Old Trafford, Manchester, UK, The Theater of Dreams. Yes, it’s a lot easier (and less expensive) to watch the Mighty Red Devils play on pay-for-view, maybe pop down to the local pub to watch the game with mates, so why do 75,000 of the 650 million global fans go to watch the games at Old Trafford every week?

The answer is that by creating experiences, lifelong experiences, it doesn’t matter if you visit the Theater of Dreams once or weekly. It means that in at least 90 percent of cases these passing Manchester United fans become fans for life and the recurring revenues from this group of fans is exponentially greater than those who are less engaged and emotionally connected.

It is for these reasons that the tribal hub(s) of your business has to create those emotional connections and lasting impressions that in turn stimulate brand loyalty, engagement, and the desire to come to your hub rather than stay at home.

The fact of the matter is that no one who works at Old Trafford—from the players to the coaching team, grounds staff, concessions and food service—play to be second best. And the 75,000 people each match day who make the effort to go to The Theater of Dreams each week don’t expect second best either.

Manchester United, Old Trafford, and The Theater of Dreams have created a brand a culture that is based on pride and an absolute attitude to WIN!

Who wouldn’t want to build that same culture for their business?

2 KEY MEASURES OF THE SUCCESS OF YOUR WORKPLACE EXPERIENCE DESIGN



1.) HOW MANY EMPLOYEE REFERRALS DOES YOUR ORGANIZATION GET?



2.) HOW MANY OF YOUR EMPLOYEES BRING FRIENDS OR FAMILY TO YOUR WORKPLACE TO SHOW IT OFF?

EMOTIONALLY CONNECTED COMPANIES ARE MORE LIKELY TO THRIVE

There is little question that organizations who have a distinct identity, culture, and persona are committed beyond the standard eight hours a day but live and breathe your culture every single day; when the workforce is beyond tuned into those things, but believe in the fundamentals, live the principles of your mission and vision. Pride turns into loyalty, which leads to success factors far beyond any investment you make into the physical environment, the culture you build, and the services you provide. This will be the ultimate goal for the most future thinking organizations AND drive your top line and bottom line growth—it is with this in mind that Manchester United has risen to its global, iconic status today!

Manchester United plays and expects to WIN every single week and they have a pretty good track record, too! The culture is no longer a hope, it's an expectation.

No one makes the journey to Old Trafford to be second best. They all come to the Theater of Dreams to WIN!



About the Author:

Simon J. Elliot is a Fellow of the Institute of Directors, Member of The Chartered Institute of Personnel & Development, Future of Work Community. He works with some of the most interesting companies in the world, crafting their employee amenities solutions—ranging from food, fitness, health and wellness, concierge services, c-stores, employee transportation, hair, beauty, employee stores to on-campus banking, postal, childcare, family days, on-site farms—and more. Simon is currently Vice President, Strategic Client Advisory Network for Aramark and LifeWorks Restaurant Group with a key focus on driving client engagement. He is based in San Francisco and has global experience in the U.K., Europe, Australasia, Asia, North America, and South America.

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