

Technology product opportunities presented upcoming launch of Hana

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The aim of this deck is to give the reader an insight into the research and thought process behind Darren Beaumont's thought leadership and Product Management approach

Opportunity

- Launch of Hana in 2019 provides significant opportunity to apply technology to enhance the flexible office space experience for both building *owners* and *occupiers*

What is Hana?

- A new revenue sharing co-working platform for corporates
- Provides plug-and-play flexible space offerings:

hana team

Smartly designed, branded and customizable dedicated suites that are built to enable individual and team accomplishment. Flexible lease terms include full access to Hana Meet and Hana Share.

IDEAL FOR

- Organizations with 15–300+ employees
- Teams looking for a professional workspace with access to a suite of amenities

hana meet

On-demand meeting rooms with simple, seamless booking. Available by the hour or day, offering on-site food and beverages and integrated, plug-and-play technology.

IDEAL FOR

- Those needing short-term space with capacity for 4–25 persons
- Teams needing offsite meeting space
- Groups wanting a comfortable place for get-togethers

hana share

Shared desks and coworking environments optimized for performance and focus. Simple, monthly subscriptions include access to amenities with separate focus areas for working.

IDEAL FOR

- Freelancers or consultants
- Small 1–2 person teams
- Overflow space for other tenants within the building

Tech use cases

- Find and rent space ★
- Manage/flex space requirements ☆
- Navigate office space
- Manage bookable facilities ☆
 - e.g. meeting rooms; terrace; fitness classes
- Connect people and businesses
- Space programming and events ☆
- Report office issues
- Additional concierge services
 - e.g. dry cleaning / coffee
- Feedback + reviews ☆
- Customer behavioural insights ☆

★ Primary use case focused on for remainder of this deck

☆ Secondary use cases addressed within this deck

User personas

Occupier ★

	Owners	Individual	Team / organisation	Broker
Sub personas	<ul style="list-style-type: none"> – Owner – Investor – Landlord 	<ul style="list-style-type: none"> – Freelance – Consultants 	<ul style="list-style-type: none"> – Industry – Size of teams / organisations e.g. team (<15); small org (15-300); enterprise (300+) 	<ul style="list-style-type: none"> – CBRE broker – Industry-wide broker
Goals	<ul style="list-style-type: none"> – Find a partner to help deliver flexible space offerings and a robust deal pipeline – Design and flex space with the amenities, technology and develop branding and culture that individuals and corporations require – Diversity real estate occupancy and minimise exposure to market change – Maximise portfolio income – Understand ROI 	<ul style="list-style-type: none"> – Flexible contract term – Just pay for what I use – Simple, transparent pricing – Location of office space – Amenities differentiating offices from competitors – Sense of community – Make new connections – Utilise space programming and events – May require permanent desk – Option to access multiple space locations 	<ul style="list-style-type: none"> – Space contract that can flex with changing business requirements – Minimise office cost and risk incurred by lease lengths – Added extras I can opt in for on occasions needed – Easy to invoice and manage – Insights into business usage and how to optimize my office strategy – Competitive offering with value add services 	<ul style="list-style-type: none"> – To match individuals and organisations with flexible working spaces – Often operate across multiple service providers – so comparable features and pricing models – Easy to learn about changes to Hana offering – Intuitive, accessible tooling – Customer insights to provide value (rather than risk) to my job – e.g. lead generation
Frustrations	<ul style="list-style-type: none"> – Low occupancy – Exposure to market risk which could impact ROI – Lack of transparency into operational value and forecast of usage – Occupiers damaging property or owner's brand – Occupiers not paying on time 	<ul style="list-style-type: none"> – Not knowing how much something is going to cost – Arriving at a space only to find it is full – Feeling of isolation – Impersonal – Poor value for money – e.g. amenities not as advertised or not tidy or well stocked 	<ul style="list-style-type: none"> – Facilities not as expected – Paid for facilities and didn't receive them – Things broken, difficult to report issues and slow to fix – Colleagues and/or clients cannot find the office space – Other co-working occupants damaging organisation brand 	<ul style="list-style-type: none"> – Alternative self-service business models taking away a broker's core business – Tools that aren't fit for purpose, aren't intuitive or change too often

★ Personas focused on for remainder of this deck

Product vision board

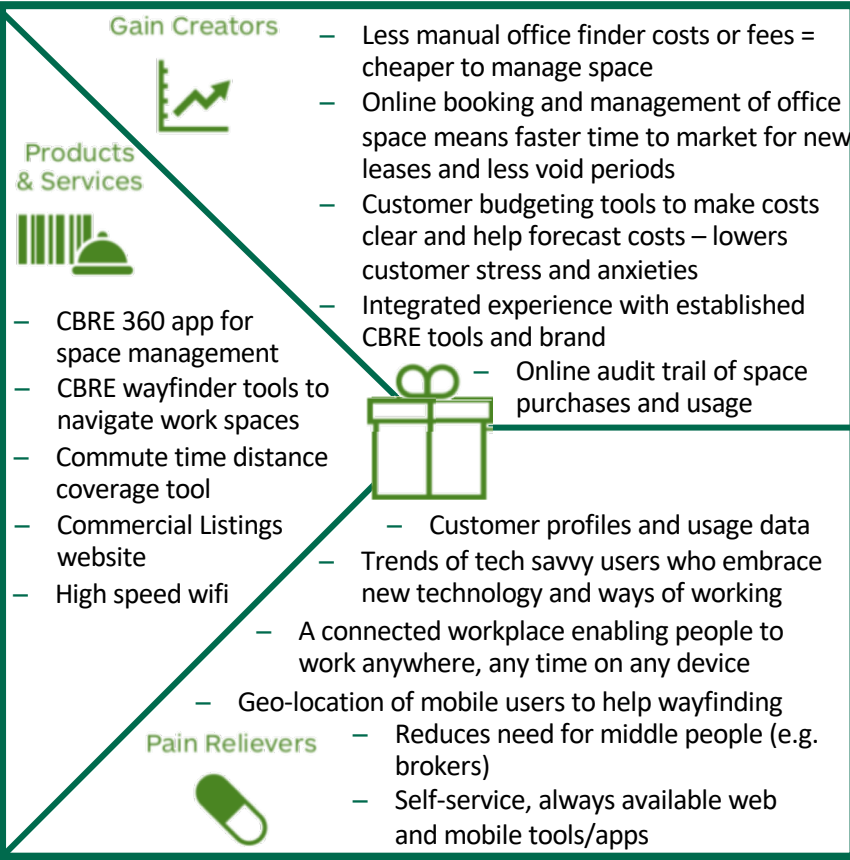
 VISION <ul style="list-style-type: none"> - Become the market leader in co-working spaces for corporates - Use technology to create communities amongst clients and grow client base – building long term relationships by connecting the right people, capital and opportunities - Make office management cheaper, faster and agile by removing the complexity, costs and lead time to request and manage spaces - Use Hana and its online assets to showcase flexible workplace solutions and cross-sell other CBRE services to potential and existing clients 			
 TARGET GROUP <ul style="list-style-type: none"> - Freelancers / consultants - Digital nomads - People with adhoc office or meeting needs - Teams requiring short term or flexible office requirements - Individuals or teams with clients in multiple locations - Startups and small companies - Corporates seeking workspace locations and solutions to attract and retain talent 	 NEEDS <ul style="list-style-type: none"> - Make CBRE co-working market more accessible - Market Hana locations and USPs - Office options, availability and request; on demand 24/7 – reducing reliance on brokers - Simplify office booking and management processes - Cross sell products and services to generate additional income - Occupier behaviour insights and demand forecasting 	 PRODUCT <ul style="list-style-type: none"> - Web and mobile tools to support launch, marketing and growth of Hana - Geo-location based apps to help match people with Hana offerings - Seamless online booking and office management tooling throughout space lifecycle - Track enquiries for longer term, flexible or permanent offices 	 BUSINESS GOALS <ul style="list-style-type: none"> - Increase occupancy of spaces - Provide high yield for building owners and leaseholders - Reduce cost to gain sell and manage co-working space - Maximise adoption of amenities within locations - Improve CBRE brand awareness - Increase pipeline of companies requiring permanent offices - Retain customers requiring more flexible office solutions
 COMPETITORS <ul style="list-style-type: none"> - Market leaders WeWork, Knotel, Convvene and IWG, Industrious - New competitors such as Storey by British Land, The Wing, Hubble - Niche y Tishman - Speyercompetitors such as Kitt, Spaces, Studio b 	 REVENUE STREAMS <ul style="list-style-type: none"> - Self-service booking and space management - Lead generation for new owners and permanent leases Longer term opportunities: <ul style="list-style-type: none"> - Booking spaces for bespoke and B2B events + event revenue sharing - Revenue sharing partnerships (e.g. with Deliveroo; Uber) - Product placement and brand sponsorship (e.g. for Water) 	 COST FACTORS <ul style="list-style-type: none"> - Development costs to build, run and maintain tools - Manual support costs to process enquiries in early MVPs - Booking payment processing - Meeting GDPR requirements - Security penetration tests for user accounts and payments - Marketing, online ads + SEO 	 CHANNELS <small>How will you market and sell your product?</small> <ul style="list-style-type: none"> - Search engines – SEO + Ads - Cross marketing from other CBRE platforms and services - Integration of properties in CBRE Commercial Listings - Targeted user marketing - Client relationship management - Broker marketing + training

Value proposition canvas

Sample data only

To ensure solutions built solve real jobs to be done and customer needs this canvas should be populated based on real occupier input.

Value Proposition



Customer Segment



Possible roadmap

Short term

0-4 months

- Validate strategy + user research
- Define high level architecture
- Define data attributes for Hana offerings
- Build the basics for the web:
 - Space profiles (status, opening times, address, map, amenities list, prices, transport options)
 - Hana office space search
 - Contact details to enquire or book space
 - Enquiry form for owners

Medium term

4-12 months

Must have:

- Online booking for occupiers
- Marketing features (e.g. tour; gallery)
- Search Engine Optimisation
- Tooling for clients to report issues
- User profile inc. favourite locations

Should have:

- Space cost calculator
- Space availability / capacity checker
- Transport and commute integration (e.g. CBRE commute tool; CityMapper)

Could have:

- Events and programming listings
- Local area profiles and recommendations
- Partner integration (e.g. for Baristas, Uber, Deliveroo)

Long term

12+ months

- Space management client tools – including digital invoices, cost tools
- Self-service events and program listing
- Data analytics and trends for CBRE teams around user behaviour, demand forecasting and optimising amenities
- Insights for clients around their space requirements, amenities used, and tips to get better value
- User personalisation of tooling – suggest nearby locations, Hana events of interest, local area activities
- Feedback tooling - voice of customer quotes; Space reviews
- Social integration – e.g. allow tenants to check-in and list what they want from space; media streams for programming;

...etc

Risks and mitigations

Example risks – not full list

Risks

- Time to market for new technology tooling (e.g. Hana space listing site) may risk delays to Hana service launching publicly
- Developing a detailed architecture and data model and building everything right from day one will increase delivery time
- Awareness of new Hana mobile and tech tools may limit ROI in short term whilst awareness builds and occupancy matures

Mitigations

- Cannot delay Hana launch. To mitigate any issues:
- Validate roadmap and priorities with users
 - MVP approach for delivery
 - Look to reuse existing frameworks for initial launch [see slide notes]
 - Consider launching Hana tech tooling as Beta
 - Develop high level architecture and design principles – build in detail when required
 - MVP approach to data model – e.g. use free text fields (e.g. for amenities) in short term and prioritise data driven model in medium term
 - Use modern microservice architecture to allow scalability and future redesigns as needed
 - Focus on SEO of web tools to increase referrals
 - Competitor marketing analysis – e.g. search terms
 - Short and medium term deliverables to support marketing – e.g. enquiry forms, book a tour
 - Cross-marketing of new tooling within CBRE
 - Embed analytics into product and use to identify customer conversion and any pain points
 - Paid advertising and promotion of new tools