Hypothesis: There is a strong relationship between the demand profiles of organisations and the types of space they occupy.

Five demand profiles will be used to illustrate diversity in terms of organisational drivers, space and location. A demand profile of a corporation is a description of its business drivers, work processes, work patterns, culture and image. The demand profile is used as a brief to determine the nature and quality of real estate required. The demand or organisational profiles, in this instance, will be primarily based on the pharmaceutical industry. The pharmaceutical industry offers a diverse range of demand profiles that can be studied across cultures. A series of case study examples will be drawn upon to illustrate the profiles and project implications for the work environment. The five demand profiles proposed are:

Profile 1: Research and Development
Profile 2: Manufacturing
Profile 3: Marketing and Sales
Profile 4: The Support Organisation
Profile 5: Leadership

Profile 1: Research and Development (R&D)
Although often geographically dispersed due to global teaming the R&D functions of pharmaceutical organisations tend to be more routed to specific physical locations than most. Physical collocation is important and is often driven by the need for proximity to laboratories, specialist pieces of equipment and technical support. This demand profile is driven by industry regulations impacting how space is used.

Associated spatial and locational characteristics
R&D organisations are commonly driven by issues such as collocation, security and logistics. These organisations can be found in places like out of town campuses either owned or shared with like minded organisations.

Profile 2: Manufacturing
Manufacturing is the highly technical and process driven stage bridging R&D and Sales. The staff tend to be a mix of very mobile people who move between the R&D and Manufacturing sites and the technical staff who cluster around specific locations. This profile is also heavily driven by industry regulations, from an R&D and manufacturing perspective with implications on how space is used.

Associated spatial and locational characteristics
The location of manufacturing sites is often based on legacy drivers such as proximity to old transport networks like rivers or railways. Locations today can be driven by economics, e.g. access to labour force or raw materials and politics, e.g. tax incentives.
Profile 3: Marketing and Sales
The Marketing and Sales functions of large organisations are the public or customer facing component. Pharmaceutical organisations have a complex mix of customers and consumers from governments, to medical bodies and professionals to patients. Sales forces are highly mobile, spending most of their time either on the road or at “client” sites. These groups tend to be particularly concerned about projecting an external image that reflects the corporate brand and is sensitive to an often volatile economic and political climate.

Associated spatial and locational characteristics
The external image of a corporation can be powerfully communicated through both the quality of buildings it occupies and where it chooses to locate. From a demand profile perspective, accessibility, proximity to transport hubs and market or “client” bases, often within local markets and transport networks is important. Sales forces tend to operate across a network of regional offices, city centre locations, convention centres and client sites.

Profile 4. The Support Organisation
The support organisation is also diverse, including Corporate Finance, Human Resources, Communications, Legal, Regulatory, Information Technology and Corporate Real Estate or Facilities Management. These groups can be either dispersed with the business units or centralised at key sites.

Associated spatial and locational characteristics
These groups can be located at headquarters or out of town sites. Location can be driven by the location of the businesses they are supporting, key sites internationally and access to labour pools.

Profile 5: Leadership
The Leadership profile is a highly mobile and collaborative work force. The leadership of most global organisations tends to exist across a number of locations rather than in one specifically. Leadership are also the public face of the corporation so the image of where and how they work is important.

Associated spatial and locational characteristics
Characteristics of real estate for this profile include, accessibility and connectivity, often well supported in places like airport lounges, hotels and private members clubs. Leadership also work across headquarters buildings, city centres, out of town campuses and home. The brand values communicated through the quality of their headquarters building is often of concern to this group.