Demand Profiles of Organisation and the Associated Implications for Real Estate and Location
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Director of Strategy, degw. Nicola is an architect and holds a business degree. This combination provides a unique perspective on the built environment and understanding the complex and often contradictory interests of the occupier, owner, designer and manager of buildings. Her work focuses on capturing client or organizational demand and translating that information into an appropriate spatial solution. The spatial solution is often multi-scale, looking at a building, a campus or a city. Nicola has worked in North America, Singapore and the UK, for multinational organizations, universities and cities. She started working for degw in workplace and city strategy in 1998. Nicola now runs the UK Strategy group for degw. While based in the London office, her work is across Europe and North America.
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Hypothesis: There is a strong relationship between the demand profiles of organisations and the types of space they occupy.

Introduction
This paper explores the relationship between demand profiles of work within corporate organisations and the associated implications for occupation of space and location choice. The paper uses the metaphor of Supply and Demand to understand organisational behaviour and related spatial implications. This metaphor works on the basis of corporate organisations being the occupiers and/or owners of real estate, therefore constituting the demand or customer perspective. Real Estate, as Supply, is the container or product of this demand. Put another way, Demand is about understanding business and Supply is about understanding space. The parallel process of designing from a demand and supply perspective is central to the hypothesis of this paper.

For the purposes of clarity the hypothesis proposed in this paper will predominantly be explored through the lens of one industry, the pharmaceutical sector. Other sectors may be drawn upon for comparative purposes. A wide variety of industries are commonly included under the umbrella title of the corporate sector, these include pharmaceutical, petrochemical, fast moving consumer goods (FMCG), financial, media etc. There is a significant difference in the priorities, drivers and therefore behaviours of these industries. These differences stem from a range of business drivers and economic conditions. Variations in business drivers such as market conditions, levels of competition, business cycles and customer base all create different operating conditions, (Drucker 1993), (Handy 1993), (Middleton 2000), (Morgan 1997) and (Pugh 1990).

The demand profile of each industry is subtly different. This variety leads to differences in the way corporate organisations occupy, manage and value real estate. Figure 2, below is a high level demand led comparison of six industries or sectors. The sectors are compared in terms of organisational characteristics. This study is by no means intended to cover the entire corporate world. The comparison drawn is based on analysis of business cycle, attitudes towards risk, efficiency drivers, such as cost and effectiveness drivers, such as value. A straightforward organisation in this context is one with one primary activity, such as professional services, whereas a complex organisation is one with multiple activities such as R&D, manufacturing and sales.

The pharmaceutical industry is characterised by long business cycles due to the fact that it typically takes ten years to get a drug to market. The pharmaceutical industry is heavily regulated due to issues such as drug efficacy, safety and the manufacturing processes. This tends to make these organisations evidence based, risk averse and evolutionary in their approach. Quality and long term value matter more to research
organisations than many others. This is a complex industry both in terms of its business activities and geographical spread. Activities include high tech research, laboratories and equipment, pilot plants to scale up products, manufacturing internationally, selling in very different markets from third to first worlds and managing a geographically and functionally dispersed work force.

If these demand profiles are accepted, for the purposes of this exercise, in terms of high level business drivers then figure 3 below moves to the supply side characteristics associated with each of these profiles. The comparison drawn is based on an analysis of building typology, nature of lease, allocation of internal space, brand, function and attitude to space management. Allocation of internal space refers to whether the organisation assigns desks or offices on a one to one ratio i.e. one desk to one person or whether any form of desk sharing is employed. Desk sharing or hot desking is where an organisation breaks the dynamic of individual space ownership in favour of assigning more people to less space based on levels of mobility. Space management in this context borrows from the manufacturing industry and lean thinking. Under a “just in time” (jit) model, space is acquired on demand, for example through hiring venues by the hour or day for specific events. Under a “just in case” (jic) model, space is available on the basis that it might be needed in the future.

The impact of the pharmaceutical demand profile on space is that these organisations tend to have a variety of building typologies, from a headquarters to office buildings, laboratories, factories and regional sales centres. The locational implications of these building typologies are drawn later in this paper.

A High Level Overview of the Processes behind the Pharmaceutical Industry

A pharmaceutical organisation is made up of a number of different functions or business groups. As the sectors have different characteristics so too do the individual business groups within any one organisation. In order to understand the spatial and locational characteristics of a corporation it is first necessary to understand the business drivers and work patterns of its component parts. The diagram below, figure 4, is a high level overview of the business groups or processes within a typical pharmaceutical organisation.

Stage 1 is Research and Drug Discovery (R&D), a technology heavy business group. Scientists work in a variety of laboratories creating, processing and testing compounds. At a high level the two main disciplines are biology and chemistry. Increasingly this area of science is being impacted by technology, robots or automated equipment is doing parts of the process previously carried out by scientists. Using computers and high tech imaging to process and analyse data is common. R&D is a heavily regulated process, with good practice guidelines and
legislation coming both from the pharmaceutical industry itself and government bodies. This work process heavily determines the sort of space and location where R&D happens. The next section discusses locational characteristics in more detail.

Stage 2, is Development and is also a technology heavy business group. This stage of research focuses on the efficacy of established compounds. The development stage also begins the scaling up process and makes the connection to manufacturing. Laboratories, often involving more manual equipment and pilot plants focusing on different process, are common in this part of the process. Development is probably even more regulated than the earlier stages of R&D, heavily impacting the quantity and quality of space they occupy. The locational characteristics of this stage are similar to R&D above and will be discussed later in this paper.

Stage 3, Manufacturing is when experimentation and testing are left behind and production takes over. Approved compounds are passed from Development to a specialist manufacturing facility. Manufacturing plants tend to specialise in a process or series of processes that focus on a specific product family, such as tablets or inhalers for example. Regulatory approval at this stage of the process is critical and heavily impacts the layout and management of the factories they occupy.

Stage 4, is Marketing and Sales, the part of the organisation that connects Manufacturing to markets and customers. Marketing and Sales is usually a large part of most pharmaceutical organisations in terms of headcount. Sales forces tend to operate at a country level, every country the corporation operates in will require local staff and offices. Marketing and Sales are the public face of the corporation. They project an image and carry the brand of the corporation in their interaction with customers. The nature of the customer they are dealing with can heavily impact the kind of space they occupy and the locations they choose to operate from.

Stage 5 is Product Support to Market. This group manages products once they are on sale. They are often collocated with Sales teams and offer technical or medical advise to customers. Many of the people working in this area are medical or research in background which brings a certain style of working, culture and spatial requirements.

Stage 6, is the Support Organisation. The Support Organisation is made up of a wide variety of functions that support and enable the main R&D, Manufacturing and Sales processes. These groups often include Corporate Finance, Human Resources (HR), Communications, Legal, Regulatory, Information Technology (IT) and Corporate Real Estate or Facilities Management. This stage tends to have the most flexible locational characteristics of all the stages.

Stage 7, is the Leadership of a corporation. Leadership tend to be a small part of any corporation in terms of headcount but are influential and have particular work pattern characteristics that tend to impact where they locate. This is a highly mobile work force usually spending 70-80% of their time away from their home base, visiting various parts of their own organisation or those of partners and clients. Like Marketing and Sales above, Leadership tend to be the public face of a corporation. They project an image and carry the brand of the corporation in their interaction with others. Leadership typically interact with piers, competitors, governments, world health organisations and major thought leaders.

A more detailed analysis of these stages is beyond the scope of this paper, the intention is to provide context for the five profiles below. From these seven stages the following five profiles have been summarised.

**Five Profiles of Demand and the Associated Implications for Real Estate and Location**

The following five demand profiles are drawn from the sectoral context described above and discuss work patterns and spatial characteristics. Work patterns include levels of mobility, interaction and collocation needs. Spatial characteristics include where an individual works and with what tools or support facilities.

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

Each demand profile is mapped out below with associated spatial or real estate characteristics. Where possible these spatial characteristics are further used to describe the decision making process or drivers around location choice.
Demand Profile 1: Research and Development (r&d)

As described above r&d is a technology heavy business group. Facilities include a variety of laboratories and associated pieces of equipment from small manual and hand held devices to large permanent, automated machinery. Accommodating kit is an ongoing challenge for these organisations. Historically r&d buildings were purpose built for particular processes. Over time this design approach has proven to be inflexible, unable to accommodate change. Scientific and technological change is common and frequent in r&d making the traditional laboratory non sustainable. Some leading pharmaceutical organisations have developed a new laboratory typology that is more flexible and can accommodate change. One of the best examples of this is GlaxoSmithKlines (gsk), FlexiLab. The FlexiLab is effectively a highly specified flexible shed. Parish (2005) of gsk describes the design approach as, “combining large open floor plans with modular services and moveable furniture to create ‘loose fit’ flexible research space that is highly configurable by the end-user. Key features include few if any walls, re-locatable fume hoods, and simple plug-n-play services that drop down from the ceiling. Researchers can customize FlexiLab space for a variety of uses, at no additional cost, simply by moving furniture around.”

The r&d functions of major pharmaceuticals tend to be geographically dispersed, operating in global teams due to factors such as legacy organisation, available resource pools and regional differences in regulations and markets. While geographically dispersed, global teams in local offices drive a need for collocation. Scientists are usually collocated across a small network of campuses. r&d functions tend to be more routed to specific physical locations than other parts of the corporation. Physical collocation is driven by the need for proximity to specialist laboratories, pieces of equipment and technical support organisations. The locational implications of this profile are discussed below.

Supply Profile 1: The Associated Spatial and Locational Characteristics of Research and Development (r&d)

This demand profile creates real estate drivers around specialised spaces and equipment, internal collocation and flexibility. Due to this we often see organisations clustering their r&d functions. The geographical spread of global corporations results in the real estate profile for r&d often being a network of campuses. Security and logistics are also of prime concern. Protecting their intellectual property is of paramount importance for any r&d organisation. Due to this r&d campus are often located in places such as out of town campuses. These are usually close to transport connections to ease the transportation of equipment and supplies. From a security perspective r&d campuses tend to avoid major transport hubs or areas close to cities or residential settlements. From a retention and recruitment perspective however, it is common to see a network of small towns close to r&d campuses where staff can easily access home and work. Car parking is often an issue with these campuses as their location, especially in the uk and us tend to be most easily accessible by car. The specialist nature of the employees can result in pharmaceutical organisations locating within the same regions in order to access clustered talent pools. An example of this is the research corridor between North London and Cambridge, uk. Several pharmaceutical and research organisations are located in this region. The connection to Cambridge University is another locational driver here in terms of access to graduates and research groups.

Pharmaceutical campuses are more commonly owned by the organisation. In the case of smaller research organisations, start ups or stand alone research units within a big pharmaceutical organisation, they may rent space on a specialist r&d campus with like minded organisations. Granta Park, just outside Cambridge is an example of this. Granta Park is a speculative business park targeting r&d organisations. The buildings provide flexible laboratory and write up space. The campus provides a range of facilities such as café, meeting rooms, sports facilities, a nursery, a shop, post office and petrol station.

Profile 2: Manufacturing

As described above Manufacturing is the highly technical and process driven stage bridging r&d and Sales. Manufacturing tends to be a highly dispersed operation. Cost is usually a high priority for this function, which has a direct effect on where and how they choose to occupy physical space. Public image is usually less important meaning proximity to city centres or major public areas is not a priority, for example. Logistics is another key driver for this function. Access to raw materials, transportation of equipment and the ultimate dispatch of product to distribution centres and consumers are business critical drivers for manufacturing.
The staff of a manufacturing function, tend to be a mix of highly mobile project managers who move between R&D and manufacturing sites and the technical staff who cluster around specific locations. The project managers manage programmes of work or products across locations and functions. They carry knowledge and information with them and tend not to be tied to specific physical locations giving them the freedom and flexibility to work from a variety of spaces. The technical staff are quite different, they will usually hold expertise specific to a process or product involving physical components such as machinery. The later have a strong need to collocate with the manufacturing plant.

Supply Profile 2: The Associated Spatial and Locational Characteristics
Manufacturing

The location of manufacturing sites can be historically connected to old transport networks such as rivers or railways. The real estate legacy of these decisions is still with us and it is very common to see manufacturing plants close to these old networks. Often railways and rivers were the drivers for more modern transport networks with roads and motorways growing up around these. Manufacturing organisations will have moved out of any areas where development evolved into cities, driving up land value and ultimately rents. Locations today are often driven by economics, e.g. access to labour force or raw materials and politics, e.g. tax incentives. As discussed above, cost and logistics are key drivers in manufacturing. It is about the ability to get raw materials and equipment in and products out. Manufacturing plants are often located in less expensive suburbs or out of town locations usually close to heavy transport links for moving goods and equipment. Cost, functionality and a lack of interest in design has lead to a strong functional aesthetic around manufacturing buildings.

Demand Profile 3: Marketing and Sales

The Marketing and Sales functions of large organisations are the public or customer facing component. Marketing and Sales connect Manufacturing to consumers and consumers back into R&D. Pharmaceutical organisations have a complex mix of customers and consumers from governments, to medical bodies and professionals to patients. Marketing tends to be the smaller and more centralised component of this activity, often located at headquarters or regional locations. Marketing activities will typically include developing and managing products and brands, pricing and communications. The Sales element tends to be a much larger organisation with a geographic spread to match the corporations. They deal with established or new products, market penetration and on going levels of sales, region by region. Sales forces are highly mobile, spending most of their time either on the road or at “client” sites. The car is important for transporting samples and technical information and give Sales reps the flexibility they need to respond to client demands. Car parking is often an issue when accommodating Sales functions.

Marketing and Sales 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. Marketing groups can have dealings with government bodies and world health organisations, making image important. Sales offices often need to respond to or reflect the local cultures of the markets they operate in. A sales office in the Philadelphia region, North America will have a very different look and feel to a sales office in the Middle East. Real estate can be powerful symbol for an organisation in terms of communicating brand values (Gillen 2006)

Supply Profile 3: The Associated Spatial and Locational Characteristics of Marketing and Sales

The high mobility levels of this function, particularly on the Sales side have significant implications for Real Estate. Accessibility is a key driver for sales teams with offices very commonly located close to major transport hubs for immediate access to road and air networks. Many organisations do not provide desks or offices on a one to one basis for sales people. Sales forces spent most of their time on the road and typically come back on site to replenish supplies or for training and development purposes. The real estate implications of this are that staff share space, greatly reducing the square meters required to accommodate them. Conference and training facilities with specialist storage areas are common. As space can be a powerful symbol of power (Markus, 1993) space standards or amount of space allowed per person can be a highly political topic. Marketing and Sales organisations are usually very target and reward driven. There can be a lot of competition and internal jostling on leader boards. Space can have a significant role to play here with the size and location of ones office often becoming a powerful status symbol sought after by colleagues.
Marketing and Sales functions tend to operate across a network of regional offices, city centre locations, convention centres and client sites. If a pharmaceutical organisation is headquartered in a less salubrious part of town it is common to find a small but highly prized city centre base where they might meet dignitaries. In other sectors it is common to see marketing organisations in expensive real estate with lavish fit outs, furniture and art work. There is a careful balance to be struck here for the pharmaceutical industry however. In the current volatile climate of pricing wars, accessibility of drugs in the under developed world and share holder value, pharmaceutical organisations must be prudent about the image they project to the outside world. Gone are the days of grand entrances, marble foyers and fountains. This industry comes under close scrutiny by a wide range of interested parties such as governments, suppliers and the general public as consumers, so they need to be measured about the financial statements and value judgements they communicate through the quality of real estate they build.

Demand Profile 4. The Support Organisation

The support organisation is diverse in itself, including Corporate Finance, Legal Functions, Human Relations (HR), Real Estate, Information Technology (IT), Regulatory and Corporate Communications. While the work activities of these departments are quite different, they are very similar in the sort of space that they occupy. All of these groups are office based and do not carry the same specialist requirements in terms of facilities as most of the other functions. Culturally they can be somewhat different as legal functions are often more hierarchical and office bound than say communications. A more detailed discussion of this point is beyond the scope of this paper.

In terms of work patterns, these groups can be either dispersed with other functions such as R&D and Marketing or centralised at key corporate sites. They tend to balance working with the functions, essentially their customers and working within discipline or their own teams. Staff work primarily with computers, attending meetings online or face to face, as such they are fairly flexible in terms of where they can locate. Teams tend to be geographically dispersed supporting the entire organisation. It is often possible and more efficient for some of these populations to work from home for part of the week. Within pharmaceutical organisations these groups tend to work around the spatial needs and locational drivers of the other functions rather than dictate their own.

Supply Profile 4: The associated Spatial and Locational Characteristics of a Support Organisation

Location for support functions can be driven by the location of the businesses they are supporting, key sites internationally and labour bases. There is nothing unusual about the kind of space they require. A speculative office building designed to support knowledge workers would typically work well. Support functions are often located at headquarters or out of town sites. There are many examples of business parks that can accommodate these groups. A particularly good and well established example is Stockley Park in West London, UK. DEGW were involved in the master planning of this campus, bringing thirty years of experience in designing for corporations to bear on this speculative development by Stanhope plc. The buildings are very flexible and based upon a modular grid system. Most of the buildings are twenty five meters in depth with a central atrium, sheet glass elevations and a 1.5 m grid. This grid configuration is largely accepted best practice in modern office buildings, designed to accommodate most systems furniture and a wide variety of interior designs from open plan to cellular.

Demand Profile 5: Leadership

Leadership tend to be a small but highly influential and visible part of most corporations. The work patterns in this profile are very similar regardless of the sector they operate within. Leadership tend to be highly mobile and collaborative work force, spending most of their time in meetings or travelling between meetings. The leadership of most global organisations tends to exist across a number of locations or key sites rather than stay in one specifically. Accessibility is a key attribute of this profile, leadership need to be able to quickly access their teams and their teams need easy access to them. Most of the people in this profile have individual offices. The historic reasons for this will be hierarchy, CEO’s tend to have the biggest and best appointed office. Communicating presence is important for someone in this role, they need to engender trust and experience in clients, partners and employees. The nature of a leaders work is often back to back meetings, making access to an enclosed space important.
Supply Profile 5: The Associated Spatial and Locational Characteristics of Leadership

Accessibility and connectivity are key locational drivers for a leader. Modern headquarters buildings are often more conference centre than office building. Historical and legacy drivers, as described below are often the reasons why headquarters are located where they are. If a corporation is building a new headquarters, proximity to a major transport hub would be important. Leaders often execute a lot of their work in places such as airport lounges, hotels, private members clubs, city centres meetings and conference centres. These are space most commonly used by the corporation on an ad hoc basis. Leaders will work in most of the locations within a corporate real estate portfolio, from the headquarters, to out of town campuses to manufacturing plants to R&D sites and city centre high profile addresses.

The diagram below (Worthington, 2006) illustrates a model of building typology and symbolism. Many organisations are concerned about what their buildings and where they choose to locate says about their brand. Often the greater the image value of a building the more the expensive it is build and occupy. Four building typologies are proposed below; The Icon building, The Event building, The Serviced Office and The Home base each with associated implications for ownership or lease length.

The Icon, in the upper right hand box is the high expression and long lease length “trophy” building. Icon buildings are often commissioned by an organisation and designed by a signature architect. These are one off specialist statements. The investment that goes into an icon building tends to result in either ownership or lengthy occupation. Examples of this typology are Lloyds of London and Trump Tower in New York.

An Event building is a high quality perhaps landmark building available for hire over short periods of time. The classic examples of this typology are conference centres, private members clubs and hotels.

Serviced offices have been around for some time and can be found throughout major city and suburb locations. These are office buildings for hire over the short to medium and in a variety of quantities, for example a floor, part of a floor or an entire building. These buildings tend to be highly serviced spaces for organisations to just move into. In some cases these buildings are a blank canvas that the organisation can mould or brand temporarily. One of the best known examples of this typology is Regus.

The home base accommodates the back office or out of town functions. This typology is often found in business parks and on the edges of cities. Indeed this typology can include peoples individual homes.

Wider Implications of Demand Profiles on Regions, Cities and Campuses

The final part of this paper addresses the broad implications for regions, cities and campuses of the demand and supply profiles described above. There are many examples of the effects of work and corporations on cities and regions, a detailed analysis of this relationship is beyond the scope of this paper. At a regional level the growth of the Cambridge Research Corridor between London and Cambridge, UK shows agglomeration with the research community. Another example of this is the clustering of pharmaceutical organisations in the Philadelphia region within the eastern economic corridor of the United States. The historic drivers for this clustering are interesting. The region has a long and distinguished list of first accomplishments in the fields of medicine, medical education and R&D including: America’s first hospital, Pennsylvania Hospital, founded in 1751, the first independent medical research facility in the United States, The Wistar Institute, founded in 1892 and the first college of pharmacy, University of the Sciences in Philadelphia, founded in 1921. A number of the world leading pharmaceutical organisations of today were founded in the early part of the last century by graduates from the first college of pharmacy. Graduates, such as John K Smith (GSK.com, 2008), opened his first drugstore in Philadelphia, in the area he knew with ready access to graduates and like minded individuals.

This legacy is further evidenced by the foundations of Novartis and Roche, both still headquartered in Basel, Switzerland today. The Geigy family, one of the founding members of the pharmaceutical company known as Novartis today lived and worked in Basel from about 1750-1850 trading in chemicals, dyes and drugs (Novartis.com, 2008). Hoffman-La Roche, founder of Roche Pharmaceuticals in 1896 lived and worked in Basel (Roche.com 2008).
The agglomeration of like minded individuals and industries can be seen in city quarters with a reputation for certain a certain expertise or specialism, a "brand". New York and London both have a media centre and financial centre. Industry sectors cluster in these areas to network, access the same talent pools and be physically close to thought leaders in their industry. The area becomes “branded”, for that activity Soho is about art, fashion and media in both cities (Jenks 2005).

The implications of demand profiles on cities need to be discussed from two perspectives, the past and the future. Most cities are a product of evolution, history and planning. It is reasonably to conclude that this dynamic is likely to continue into the future. As discussed above, the historic relationship between work and the city concerns issues such as logistics, work force, control, economics and legacy.

Logistics concerns the movement of raw materials and equipment in and products out to markets, driving the location of manufacturing. These drivers are still relevant today although at a much more international scale. The work force historically tended to cluster around available employment. While this is likely to continue, especially around existing agglomerations of industries such as media and finance, virtual working and portfolio working (Handy 1993) shifts this dynamic in the future. Cities need to continue to provide rich, walkable, mixed use neighbourhoods, with flexible office buildings that are easily accessed by public transport. Cities also need to provide for the more nomadic worker however with wireless access points, greater accessibility to the ground floor of office buildings, through cafes and touch down points, enabling interaction and therefore a flow of information between like minded individuals. There will be an increasing demand for a variety of building typologies, from the iconic headquarters, to the speculative office to the memorable event space. This variety will lead to a demand for a variety of lease lengths where corporations can acquire space for a day, three months or five years.

Scaling down to the level of the campus, The Singapore Science Park is an example of how a city state is responding to the needs of the R&D community. The Singapore Science Park was a government R&D and technology hub in Singapore. The park focuses on the strategic alliance market where R&D organisations work together on research projects, borrowing from each others expertise. The park provides a series of shared functions such as; information technology space, laboratories, venture accelerator centre and a business centre with office suites and hotdesks. Amenities and Facilities such as; conference facilities, clinics, childcare, convenience stores, social and recreational spaces are provided to encourage interaction between organisations. The campus aims to provide a focal point for R&D and innovation in Singapore and the region.

Conclusion

The hypothesis of this paper is that there is a strong relationship between the demand profiles of organisations and the types of space they occupy. The examples above make the case for this position, by mapping out the spatial implications of the five demand profiles proposed. The more technical and specialised the demand profile, as with R&D and Manufacturing, the more specialised the space needs to be. These profiles or characteristics of work are heavily connected to specific physical locations and facilities. The result of this is that these functions are complex to relocate. Often their current location is more the result of legacy decisions than current design. Typical knowledge workers (Handy 1993), typified by support services or leadership, are often mobile and office based in comparison. This makes them more flexible both in terms of location and spatial demands. This is a population that can work effectively in most, thoughtfully designed modern office buildings. The greater the mobility of the knowledge worker the greater the variety of spaces they can work from, resulting in less area being required overall to accommodate them.

While there is undoubtedly a relationship between demand profiles of work and location, it would be naïve to believe that the relationship is deterministic. There is no definitive or linear relationship between the behaviour of a corporation and the locations within which it chooses to operate. Most corporations that exist today have a complex legacy of mergers, acquisitions, outsourcings and market changes mirroring economic trends. The locations they occupy are often a product of this legacy. A corporation’s presence in a country or region may be a direct result of acquiring a local firm and the real estate they own or occupy. There is a good deal of precedent for the agglomeration of corporations within a sector. This is seen in specific neighbourhoods within a city or purpose built campuses. The drivers behind the collocation of like minded organisations are discussed earlier in this paper. Indeed a more cynical view of where corporations choose to locate, especially with regard to head office functions, can sometimes be driven more by the home location of the Chief Executive Officer (CEO) than any economic reasons!
The implications of corporative demands on cities are as much about the past as the future. The city needs to be able to respond to existing and developing industry agglomerations with accessibility, variety and connectivity. While work becomes more dispersed and often more virtual, the city can provide a rich physical setting that enables productivity and recreation.

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