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GLOBAL | New York City
Chapter

THE HUMAN EXPERIENCE



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Mission Statement: CoreNet Global's mission is to advance the practice of corporate real estate through professional development opportunities, publications, research, conferences, and chapters and networking groups.

CoreNet Global aims to broaden its network, raise the profile of corporate real estate, serve as the profession's voice and thought leader and champion the profession's development and maturity.

CoreNet would like to recognize and thank all previous and current Chairs and Advisors for their contributions and guidance to the organization.

LETTER FROM CHAIRPERSON

Alison Kwiatkowski

Senior Vice President, Global Workplace Experience Lead,
Warner Music Group

Dear CoreNet New York City Members,

It is my honor to continue serving the NYC Chapter by moving into the role of Chair this year and partnering with our many devoted members, who represent the best that New York City has to offer. I especially look forward to continuing the efforts with our steadfast volunteers and dedicated sponsors, without whom much of the work CoreNet does would not be possible.

The theme for this issue of InSite, *The Human Experience*, is timely. While the past few years have undoubtedly been challenging for New York City's commercial real estate sector, and given the uncertainty of today's economy, it is now more critical than ever to come together as a collective to bolster the corporate real estate community. This year, we are well poised to enhance the experience for our members with the continued, exciting resurgence of leading in-person events, and our Chapter leadership is workshopping new and exciting ways to engage the larger New York industry. From attracting a broader range of career levels and creating new volunteering and special interest groups to spearheading new programs and workshops, our Chapter is ready to launch the novel ideas we have been planning over the past year. The Board will also be placing a distinct emphasis on increasing the value proposition for all CoreNet members. We plan to continue to diversify the chapter's content, delivery, and member involvement to ensure there are opportunities and platforms for those of our membership in



underrepresented industries and emerging CRE roles. For more information on some of these initiatives, be sure to check out the interview with Sarah D'Annibale, chair of our Diversity, Equity, and Inclusion committee. Together, we will continue to evolve and transform both our Chapter and New York City in groundbreaking ways.

If you are interested in getting more involved in CoreNet NYC, please reach out to me or any of our Board Members. We encourage all of our members to share their feedback on

how we can continue to enhance your member experience.

Thank you again to each one of our Annual Sponsors, Committee Volunteers, and Members. With your enthusiasm and generosity, we are able to continue building our community, enriching the member experience, and advancing the New York City corporate real estate industry, centered in the real estate capital of the world. I look forward to working with you all on a successful year ahead and hope to see each of you very soon.

Best,

A handwritten signature in black ink that reads "Alison Kwiatkowski".

Alison Kwiatkowski

CoreNet NYC Chair,
New York Chapter of CoreNet Global, Inc.
Senior Vice President, Global Workplace
Experience Lead, Warner Music Group



BY:
Wanda Dunaway
VP of Marketing,
Sossego

INTERVIEWEE:
Sarah D'Annibale
Senior Client Services, M Moser Associates
+ Chair of CoreNet NYC's Diversity, Equity,
and Inclusion Committee

Diversifying the CoreNet Experience

Sarah D'Annibale, CoreNet NYC's Diversity, Equity, and Inclusion Committee Chair, spoke with InSite about the chapter's DEI initiatives.

Tell us about the mission of the CoreNet NYC DEI committee.

"The mission of this committee is to promote diversity, equity, and inclusion within the New York City Real Estate industry across race, gender, age, religion, creed, and identity; as well as create an intentionally inclusive committee that utilizes differing gender, race, sexual orientation, and multigenerational perspectives; and to support the NYC Chapter's broader goals & initiatives."

How did you get involved in this mission?

DEI has always been important to me; I have been involved in volunteer and advocacy groups since I was a teenager. But as an adult, and as my career progresses, I'm exposed to more and more opportunities for strategic solutioning in this space. I worked in recruitment in the built environment sector for long enough to be dismayed over and over again as candidates from underrepresented groups got passed up or were not even given a seat at the table to be a part of the conversation. It was eye-opening in a very lasting way. That is my professional answer.

The personal answer is that I am a mother of six children; four of whom are on the Autism spectrum, one of whom has mobility

issues, and five of whom openly identify as part of the LGBTQ+ community. They are my teachers, my reasons, and my toughest critics. I see their struggles and successes, and it is apparent that they walk through the world in a very different way from me. My proximity to power as a cis-gendered, white-presenting, able-bodied woman working in CRE in NY makes it my responsibility to try to move the needle for those who don't enjoy the privilege my situation allows me to enjoy.

What initiatives does the DEI committee have for 2023?

Some exciting ones! We just wrapped up an incredible event: Celebrating Black Leadership in CRE and Inspiring the Next Generation. We had a panel of four amazing Black women from Google, Bridgewater, Genesys, and Hines speak about their career successes. We invited 30 young people (high school through college age) from underrepresented groups to come get inspired and network with our panelists and our guests. It was phenomenally successful; we sold out and then some. The young people were exposed to and motivated by a new potential career path, and the crowd of attendees was very diverse and largely new faces to CoreNet events. The feedback has been pretty great! In addition, we host a monthly Open Forum call for anyone who wants to chat DEI and make community with us. We hope to have a casual drop-in Juneteenth & Pride cash bar get-together with the Open Forum attendees in June. Similarly, as a follow-up to the very successful International Women's Day event for which we supported the Women's Leadership Committee, we are planning to host a quarterly coffee with the attendees in the offices of a few of the committee volunteers

SARAH D'ANNIBALE

My proximity to power as a cis-gendered, white-presenting, able-bodied woman working in CRE in NY makes it my responsibility to try to move the needle for those who don't enjoy the privilege my situation allows me to enjoy.

to keep the conversation going. We have found as a committee that we are able to put on much more successful big events and get larger initiatives pushed forward when we do more frequent smaller get-togethers to build community and strengthen our friendships. We are also looking to put on an educational event toward the end of the year focused on Universally Inclusive Design speaking to end-users who have made this a priority in their built spaces.

What tips do you have for our members who want to champion diversity, equity, and inclusion in their companies but don't know where to start?

This is a great question, and actually from where some of the most impactful change comes! First of all, it's important that we understand that in order to create change we have to be intentional. Positive change doesn't

come about just because we are good and caring people; it is thoughtful and purposeful. The best way to learn how to champion change is to do some research. Read books, do internet searches, and consume content that is created by minority creators about their lived and learned experiences. Ask your hiring managers about their diversity initiatives – if there aren't any, ask why. Start or join employee resource groups (ERGs). Even if you don't feel that you need an ERG, joining one shows that you support others in that group and creates a sense of belonging. Use inclusive language and educate yourself on microaggressions. If you don't know what these terms mean, then I am talking to you!!

Suggest that your company theme regular get-togethers and town halls around world holidays that are being celebrated in that month and have marketing send out company-wide Happy (Holiday) emails on the day or include a celebratory mention in any regular newsletters. These gestures make people celebrating those holidays feel honored without singling them out or tokenizing them. One of the most important things you can do in your workplace is to ask people who don't usually get a voice what they think. Publicly give them credit for the great work they produce. Give them the opportunity to present and speak to decision-makers. And lastly, offer and receive mentorship from people who don't look and think like you. It is rewarding and enriching for everyone!



SARAH D'ANNIBALE

First of all, it's important that we understand that in order to create change we have to be intentional. Positive change doesn't come about just because we are good and caring people; it is thoughtful and purposeful.



BY:

Rebecca Fielding
Business Development
JRM Construction

INTERVIEWEES:

David Schwarz
Founding Partner at HUSH

Kwame Taylor-Hayfordz
Co-Founder & Creative Executive of Kin, Former
Managing Director of Brand at Chobani

Samantha Garrison
Digital Innovation at HBO

Tracie Kelly
Director of Corporate Real Estate &
Workplace at Uber HQ

Experience for Sale

Joseph Pine II and James H. Gilmore first recognized the value society places on human experience all the way back in 1998 with their article “Welcome to the Experience Economy” in The Harvard Business Review.

“The entire history of economic progress can be recapitulated in the four-stage evolution of the birthday cake:

As a vestige of the agrarian economy, mothers made birthday cakes from scratch, mixing farm commodities (flour, sugar, butter, and eggs) that together cost mere dimes.

As the goods-based industrial economy advanced, moms paid a dollar or two to Betty Crocker for premixed ingredients.

Later, when the service economy took hold, busy parents ordered cakes from the bakery or grocery store, which, at \$10 or \$15, cost ten times as much as the packaged ingredients. Now...parents neither make the birthday cake nor even throw the party. Instead, they spend \$100 or more to ‘outsource’ the entire event to Chuck E. Cheese’s, the Discovery Zone, the Mining Company, or some other business that stages a memorable event for the kids—and often throws in the cake for free.

Welcome to the emerging Experience Economy.”

David Schwartz is one example of a pioneer within this experience economy, as he and his firm are hired by corporations to design, create, and build physical environments where brands come to life and activate a space for their consumers.

Schwartz had followed his passions down many paths before founding HUSH, an experiential design firm. In what he calls a “cosmopolitan mashup of disciplines,” Schwartz has always been interested in economics, psychology, architecture, design, and technology, and he holds numerous degrees and certifications to prove it. As Schwartz explains, “I was passionate about all the things that relate to experience, but we weren’t calling it that back then.”

Luckily for Schwartz, his expertise is in demand as brands need to think more creatively to get their customers back to their shops and stand out among the over-saturated digital advertising.

Schwartz and his team help companies understand how to capitalize on building out “destination-worthy” spaces that bring to life a brand’s unique identity and values in hopes of growing loyalty among customers.

As online shopping, the gig economy, and other lifestyle factors started to put many

brick-and-mortar stores out of business even before pandemic lockdowns, retailers were forced to get creative to bring people back into the physical space, even if their efforts did not show immediate return on investment.

According to Schwartz, “retail was trending toward experience design big-time before the pandemic. They likely lost money every day on hard costs that yielded little revenue, but they created brand affinity among their consumers. Brands talk about community and affinity, which are related but can be independent.”

He continues, “For example, when you invite new friends over for a dinner party, they leave with a different level of relationship to you and your vibe. Brands are doing the same thing with activations, as brands are just people packaged up. If your home can create intimacy for you, then so can your retail store.”

To be successful, Schwartz says that “curated experiences must come from an investigation of the intrinsic culture itself and the way the brand aims to present its meaning to the world. Once brands can answer these deeper questions about themselves, then we can bring them to life through the use of physical materials and digital integration of technology.” Schwartz also points out that, “during the pandemic, everything became personal and customizable. We curated our own amenities in the open market in a way that was never done before, and it’s going to be hard to fully detach from that expectation.”

Another consumer trend, Schwartz explains, is that “people have less interest in owning things than they used to. Several businesses allow us to temporarily experience ownership without investment or commitment, such as Airbnb, car leasing, ride-sharing. With less desire to permanently own products, brands adjust by building temporary ways to engage customers without expectation or pressure to buy through pop-ups.”

DAVID SCHWARTZ

Curated experiences must come from an investigation of the intrinsic culture itself and the way the brand aims to present its meaning to the world.



This concept is trickling into corporate offices as well, and Schwartz notes that “real estate has picked up on this trend by adding amenities; there is no need to budget for conference room space if it already exists in the building as a shared service.”

To summarize the challenges, retail brands are up against a digital-first lifestyle where social media is oversaturated with targeted ads, plus the ease and personalization of online shopping taking away the need to shop in real life, plus the ability to experience products without ever owning them. In response, retailers are betting on and investing in the monetary value people place on unique experiences.

“The retail experience is now about exploration. People meander, explore, discover, play—these are the verbs of retail. Brands curate experiences that speak to individuals and require individuals to participate and create unique, personal memories.”

DAVID SCHWARTZ

“
The retail experience is now about exploration. People meander, explore, discover, play—these are the verbs of retail.
”

To understand how brands are delivering unique experiences to their customers, I spoke to three HUSH clients who shared their stories about branded activations and customer engagement.



Chobani: The Giving Tree

To honor its 10-year anniversary, Chobani wanted to develop a brand experience that invited others to take part in the company's mission of helping make the world a better place by making nutritious food accessible to more people. Kwame Taylor-Hayford, former Managing Director of Brand at Chobani (now Co-founder of Kin), teamed up with HUSH to create The Giving Tree, an immersive digital environment that put guests inside a tree canopy. Participants then virtually planted a digital tree by touching the base of the tree, triggering a donation of one case of Chobani yogurt for No Kid Hungry.

Q: In your own words, what is a company's "brand"?

A: To me, it means how you want people to think and feel about the company in a tangible way and how to engage customers in a company's mission. How you make it real. Through visual things, through experiences you create onsite for people to be involved, through the people and sentiment that's created when people convene and interact and participate.

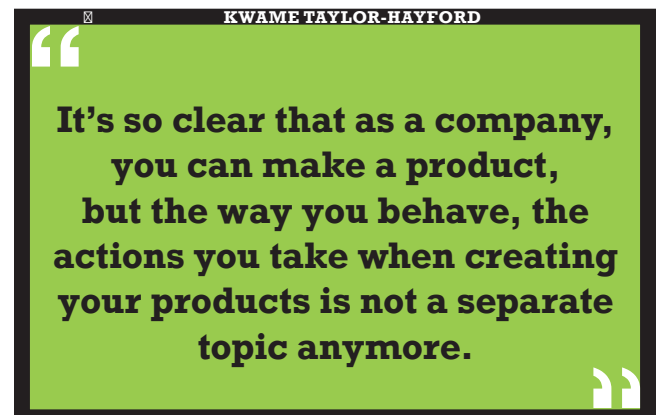
Q: Why is it important for consumers to feel engaged with a company's mission, not just its products?

A: The world has changed in the last couple of years, especially with Millennial and Gen Z consumers coming up—they embrace that they're responsible not just for themselves but for the world around them and community and environment. A lot of research speaks to the fact that people want to align with companies and products that align with the world the way they do—express values in a meaningful and impactful way. It's so clear that as a company, you can make a product, but the way you behave when creating these products is not a separate topic anymore. There's a demand for more transparency and visibility, too. It's critically important that you act in keeping with your values.

Q: To that point, can you give a quick overview of The Giving Tree you created while at Chobani and why the company wanted to reach customers beyond simply giving away free products?

A: Chobani is one of the most successful companies in the country. Over four years, the brand grew to own the majority share of yogurt and even reached a billion dollars. As part of its 10-year anniversary, they wanted to say 'Thank You' to everyone who had been a part of that journey.

Chobani means Shepard. It's all about nurturing and providing a sense of safety. It isn't just a food brand; it is a wellness brand. Chobani wanted to spread gratitude and well-being through a real-world experience. This is



the inspiration behind The Giving Tree—when a tree is planted and watered and nurtured, it grows and bears fruit, and the community can eat that fruit. It’s how communities survive and thrive by working together.

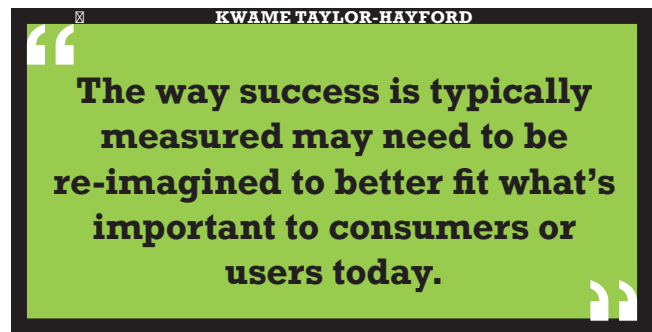
Since Chobani was born in NYC, we chose Grand Central station as the home for The Giving Tree and engaged with HUSH to create a hybrid digital/physical installation for the high foot traffic area. HUSH brought the tangible pieces together through an LED canopy that displayed beautiful animations developed for the tree. People saw it from a distance. It was visually impactful.

When guests visited this virtual tree in the middle of Grand Central, we instructed them to touch its roots to plant a virtual baby tree, causing a fun, dynamic animation and light show through the exhibit. Every seed planted resulted in free yogurt for the charity, No Kid Hungry. We had over 200,000 people plant seeds and more than 200,000 cups of nutritious yogurt donated.

Q: How do you measure the success of a branding experience?

A: We put KPIs around donations and were very happy with the final number of 214,000 visitors who planted the digital tree and triggered the donation of yogurt to No Kid Hungry.

We also tried to create metrics around Brand, like social sentiment and positive feelings during engagement, but those are of course less concrete. The way success is typically measured may need to be re-imagined to better fit what’s important to consumers or users today. In retail, the conversation of how to measure a space is already shifting to match the new mindset—no longer is it about sales per square foot but experience per square foot. How are you manifesting your brand in a memorable way in that space? It’s an extension of who you are.



Retailers want to know how consumers feel answering questions like: Is this a brand that I like and trust? Yes, that’s less tangible than measuring daily revenue, but it’s important for the long term.

Branded activations allow us to educate consumers on the difference between our brand for that future moment when they’re shopping. Understanding the brand and how to differentiate is essential for long-term business. There’s a need to strike a balance between branding vs. immediate sales.

Q: Did your role in branding ever require collaboration with the real estate and facilities teams to inform experience for employees or were you strictly focused on consumer experience?

A: Yes. While I was at Chobani we re-branded. We took Chobani from being a yogurt brand to a food-focused wellness brand, so we had to re-imagine our cafes to match. Our branding team worked with the real estate team to align these spaces with the new vision.

How do we take this feeling of Chobani being the happily-ever-after world with a sense of joy and community and safety and nurturing—how do we make that tangible? We were able to bring in a lot of colorful elements and think through how we could ensure that everything felt crafted but also handmade, warm, accessible, and approachable. We wanted the brand to feel modern but there was also something nice about bringing in nostalgic, classic Americana visuals like photography and social media into the store.

Branded experiences can be a powerful tool for companies to get all kinds of information out to the general public. At HBO, the creative team was tasked with finding a way to showcase their expanded content library and new capabilities, like 5G technology, to the world.

Sam Garrison and her Digital Innovation team wanted customers to experience and interact with the new features, not just read or hear about them. Their concept became



HBO: Visualizing the Infinite U

The Orbit—a state-of-the-art dome placed in AT&T retail stores. A visitor would enter the dome then make a certain movement or facial expression or sound, and then be surrounded in three dimensions by clips of their favorite characters doing the same motion. As HUSH explains, “Customers found themselves at the center of a choose-your-own-adventure game featuring hundreds of clips, sound bites, and memorable moments in entertainment.” Think about the blank void of *The Matrix*.

Q: In your own words, what does it mean to experience a company’s brand, not just its products?

What exactly is brand activation?

A: Immerse yourself in it. The Orbit shows the breadth of programming by allowing visitors to interact with impactful moments and clips from their favorite shows and movies. It gives the user the feeling of connection. In this example, they connect to other people with shared expression as well as the HBO brand.

Q: How is the Digital Innovation team involved in the experiential aspect?

A: The team focuses on creating experiences and activations, leveraging technology. We look at the technology landscape and research trends to see how tech products match up with our brand and what we’re doing. Then, we marry the two to create immersive experiences for fans.

Q: Can you tell us more about The Orbit, and what the inspiration was behind the idea?

A: The inspiration was to leverage 5G AT&T content in a memorable way for consumers. We wanted to make something that feels different, and interactivity was a new, novel, and fun way to showcase the tool. With voice and facial recognition, we shared a new way to interact with the platform that was enjoyable for visitors, all enabled by the fast and real-time power of the 5G network.

Newer technologies allow users to go a step further and make experiences more personal



Universe of HBO Max: The Orbit

than ever before. Some new technologies can even make users feel like they're part of the show and can impact storylines, giving each user a unique storytelling experience. Similarly, with The Orbit, every visitor had his or her own individual interaction with the interface and unique outcomes.

Q: How do you measure the success of a branding activation like this?

There aren't many benchmarks in place yet, but we do track metrics like the number of people who went through in person vs. on the website version and the overall social conversation about the experience. We measured hits on the social media platform. We had press events, so we also looked at who covered the activation.

Q: How do you think brands will continue to leverage activations to connect with their customers?

A: COVID forced brands to reimagine experiential marketing. The Orbit, for example, enabled users to interact with VR and touchless technologies.

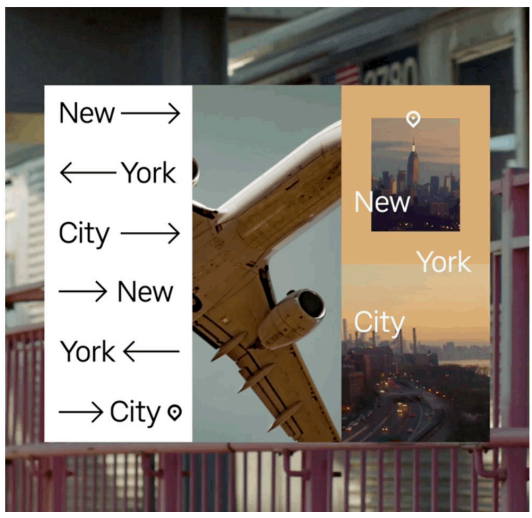
There was a digital component to The Orbit so users can experience the activation at home, too. This component is important because we want to reach as many consumers as possible. For The Orbit, we only built 3 in-store locations, but we didn't want to silo individuals by location. The digital experience is a truncated vertical slice of what you would experience in person, but the concept and idea are still the same. It fulfills the FOMO factor.

SAMANTHA GARRISON

The digital experience is a truncated vertical slice of what you would experience in person, but the concept and idea are still the same. It fulfills the FOMO factor.



UBER: The Stream at Uber HQ



While many brands are investing in ways to connect with their consumers by building unique experiences, some workplace leaders are implementing similar strategies to connect with their workforce. C&W Tri-state President Toby Dodd told Commercial Observer, “There was a revolution in retail, and we’ve seen some great creativity and innovation that’s driven the return in that market. We’re going to see the same in the office...” (Billions of Square Feet of Offices Expected to be Obsolete by 2030, C&W Finds, by Mark Hallum)

Tracie Kelly, Director of Workplace and Real Estate for Uber’s Bay Area Headquarters, has leaned into experiential design to make the office a storytelling tool, connecting employees to the positive global impacts their work has on people all over the world. At the forefront of this re-imagined HQ is The Stream, a high-tech installation that can only be experienced on campus.

Q: What is The Stream?

The Stream is a series of interactive light tubes that move throughout the entire space starting at reception and terminating on a digital screen. Within the installation, 12 different modules showcase a different facet of the organization. It's a storytelling tool that reminds our employees of the bigger picture.


Q: What was the inspiration behind creating The Stream at Uber's HQ?

A: We really wanted a connection inside the space to our company and our brand. How do you express your culture in a physical space? It's tough to do aesthetically. You can put pictures up, but how do you get employees to engage or physically experience the company brand?

Q: What are you hoping to achieve by installing The Stream throughout the campus?

A: A major goal for The Stream is to help employees connect their contributions to a positive real-world impact. For example:

- Uber's global reach is expressed by having airport codes in the text and graphics of different cities and cultures.
- Driver/earner stories evoke compassion and connection to the end-user, such as women in Afghanistan who are allowed to drive and generate income for the first time or a courier helping a small business survive in Covid. We want employees to connect how their daily work makes these huge things possible.



First, I partnered with our brand team + marketing team + other Uber stakeholders to determine what the core of the company wants to present as. Then, we brought on HUSH to help us with the vision and how to physically express our brand in space.

We wanted to show how we move people, places, things, and goods throughout the world across our own campus. Uber's mission statement is "re-imagining the way the world moves for the better."

Not everyone who works at Uber gets to experience the way an earner (Uber's title for drivers) or end-user experiences the platform. We're on the back end so we don't understand the glimmer of what it's like. That's the beauty of a digital installation. It's the vehicle of your story.

- Data visualization shows stats like the number of rides in a year on a loop across the lobby, bringing us all a sense of pride in what we've accomplished



We connected the employee experience to the user experience visually by designing the installation as if you're inside the app. They see the installation and immediately think Uber; the installation moves in a way like you're swiping the app. It uses the same font and illustrations.

Q: How does The Stream impact employee experience?

A: Everyone gets a sense of how they contribute to the company in their individual work. For the physical space of an HQ campus, it's not just about four walls to come to visit and work, but a reflection of what you do every day and why you come to the space to do it. Connecting the person to that greater good brings a sense of community to the organization.



to look like and how experience is supported in physical spaces. I think we still have a lot of learning to do. I think the outcome will be different for the better.

Wellness-related amenities like gyms, childcare, and smoothie shops, are easy and healthy. Food courts that include grab-n-go selections seem popular within the campus, along with traditional food courts. I'd recommend being dog friendly and even including dog amenities.

At Uber, we also have the special advantage of co-existing within The Golden State Warriors complex. Uber has 1 million square feet and 4 buildings among the entire Warriors campus, which also includes 2 Uber buildings, constructed by our teams from the ground up. We get to partner with the Warriors on events. Uber employees have access to all the amazing amenities like a free gym, free food, snacks, break rooms, libraries, yoga rooms, quiet meditation rooms, smoothie bar, Uber eats, coffee bars, etc.



Q: Do you have any thoughts to share about creating unique experiences in the office, beyond building out installations like The Stream?

A: It's cool that we're in an evolution phase of what our next generation of workplace wants

CONCLUSION

While there may be many answers for how to get people back into retail stores or excited to go back to the office, Schwartz pinpoints one major component. "The corporate workplace is always about some level of culture and the individuals who live in it every day. The goal of experiential design is really about how to appeal to that community. The community itself is a luxury."

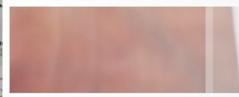
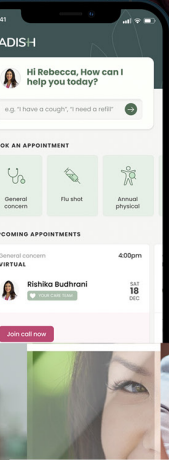




BY:
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Innovations in Patient Experience



On the night before Thanksgiving, shortly after I began researching this article, my husband and I landed in Birmingham to news that my 87-year-old dad was in the hospital. His large intestine had twisted, he had undergone an emergency procedure to untwist it, and he was scheduled for surgery the following Monday to remove two feet of the offending colon. It seemed that I would view the patient experience firsthand, splitting overnight stays with my mom and sister. Everyone was kind and wanted to be helpful, but the experience was not one we would like to replicate. I would get my dad, with his late-stage dementia, headed toward sleep, and then settle in on the recliner to catch a few zzz's myself. Just as my eyes closed, someone came to deliver his medication. Twenty minutes later, a technician arrived to take inventory of his equipment. Another 30 minutes pass and a nurse checks his vitals. One of the essential components of healing is rest, and very little rest was to be had during this hospital stay.

Why is patient experience important?

How a patient feels about his or her experience affects patient engagement and ultimately, patient outcomes. In the book *Blink*, Malcolm Gladwell tells us that malpractice suits have very little to do with doctor error and everything to do with how patients are treated, on a personal level. Even the federal government sees the importance of improving the patient experience since Medicare reimbursements are linked to patient satisfaction scores. Urvashi Bhatnagar, whose career has included stints in clinical care, research, academic publishing, and now strategy consulting says, “It’s like healthcare woke up yesterday and said ‘OMG, there’s a test on patient experience - who can I hire for a million dollars to help solve this for me?’”

After my far-from-perfect experience with my dad’s hospitalization, I embarked on my article on innovations in patient experience by reaching out to healthcare experts from various areas of the industry. Although they came to the table with many different perspectives, all of them focused on the extreme need for a better patient experience and the impact of digital transformation on it. Technology is changing how we experience healthcare, from enhancing the individual patient experience to changing the game of community health.

Medical technology startups are ubiquitous. We can’t turn on the TV without seeing commercials marketing erectile dysfunction and hair loss medications online or headlines on the Theranos blood testing scandal that led to the conviction of Silicon Valley’s Elizabeth Holmes. Technology can play a major part in enhancing the experience of a patient, from smart scheduling in a hospital (eliminating or reducing the night distractions we suffered in my account) to patient portals that deliver test results immediately, eliminating the stress of waiting anxiously for the doctor to finish her appointments and make the call. Most likely, your healthcare provider utilizes

an online patient portal that allows you to schedule appointments, see test results, and message them at your convenience. Most insurances have apps so you can quickly pull up your insurance card or see how much of your deductible is left. Many of us own Apple Watches or Fitbits, which collect information on our health. Technology touches all parts of the patient journey and it has the potential to disrupt in all stages.

There are many challenges to the digital transformation of healthcare, one of the largest being government regulations. Pre-pandemic, there were many limitations to virtual healthcare, including the ability to treat patients asynchronously and to treat patients across state lines. Synchronous communications are scheduled, real-time interactions by phone, video, or in-person—the classic physical exam in the office or a telemedicine video call. Asynchronous communication happens on your own time and doesn’t need scheduling. Carol Kim, founder of Shasta Advisory and a public affairs executive, reminds us that “it took a global pandemic to thrust front and center all of the challenges around health equity. Tone can be set at the national level, but healthcare is very local—very much regulated and delivered at the state and local levels.” Although great strides in legislation to make healthcare more easily accessible were made while we were under quarantine, there is still a long way to go. All 50 states now allow for Medicaid reimbursement for live, synchronous video health visits. Half of the states have made allowances for asynchronous, also called store and forward, communication. On the mental health side, 34 states now participate in Psypact, which is an interstate compact designed to facilitate the practice of telepsychology and the temporary in-person, face-to-face practice of psychology across state boundaries.

Although telemedicine has been around for many years, the use of virtual care is 38 times higher than before the lockdown. Curology is an organization that is leveraging the changes in pandemic legislation to improve

access and equity to dermatological care through asynchronous communication. Laura Demuth, a nurse practitioner and executive at Curology, says that store-and-forward technology is ideal for something like dermatology, where clinicians largely rely on visual diagnosis. In addition, the asynchronous communication model helps generate a sense of trust with the medical provider, as certain skin conditions such as acne and rosacea can damage psychological health and self-confidence. “Patients in rural areas may struggle to get to in-person appointments in larger cities or parents of teens may not be able to take time off to transport them to initial and follow-up office consultations. If severe acne or other skin conditions are caught early, severe scarring can be prevented.” With the service, the patient never has to leave his or her home. Focusing on acne and anti-aging, the process starts with an online consultation, involving the uploading of facial photos and the answering of questions about current skin concerns, medical history, and lifestyle. A dermatology provider licensed in the state where the patient resides (pandemic reciprocity waivers have expired in many states) reviews the information and prescribes a formulary drug to treat the identified issues. This licensed dermatology provider follows up regularly through messages on the website and continues as the single point of contact throughout the treatment. Although everything is done by humans now, Curology is always

looking for new ways to improve their patient experience, such as technology to assist with things like choosing the best moisturizer from their offerings. Demuth provided me with a trial for the service, and my experience is documented in the sidebar.

Author’s Note: My Experience with Curology

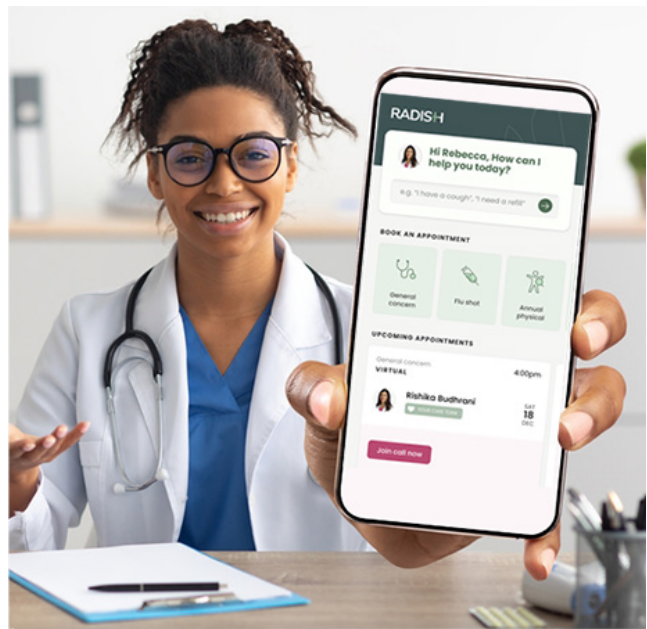
I went through the consultation process, uploading photos of my face and answering the questionnaire through the Curology website. My assigned licensed dermatology provider prescribed a formulary to treat the identified issues, in my case, rosacea. A box with the prescription and accompanying skin care products including a cleanser and moisturizer arrived a few days later. The combination of drugs was drying to my sensitive skin, so I messaged my licensed dermatology provider, and she sent back suggestions for easing into the treatment a couple of hours later. Her recommendation of mixing the moisturizer and prescription together made a huge difference. Scheduled check-ins led to a reduced-strength change to the prescription to eliminate the dryness and flakiness. The only thing that I might have changed in the process was to have a back-and-forth with the licensed dermatology provider prior to the first shipment to ensure it was the right prescription. Otherwise, the process was helpful and easy, and I spent 15 minutes instead of the 2+ hours it would ordinarily take to get to the doctor, wait, see the doctor, and pick up the prescription. Definitely an experience I would repeat.

VIRAL PATEL

“
Building trust is key to quality healthcare. We give our patients a single point of contact who engages with questions to get them talking. We get more data when we let people talk, and then we use that data to get things taken care of early and often.
”

Another start-up that is utilizing technology to improve the patient experience through employers is Radish Health. Employees are provided with a primary care doctor with which they connect directly over chat to ask questions, get advice, and request care, which may be administered through a synchronous video call or asynchronous messaging. Viral Patel, physician and founder of Radish says they are using tech to build relationships. “Building trust is key to quality healthcare. We give our patients a single point of contact who engages with questions to get them talking. We get more data when we let people talk, and then we use that data to get things taken care of early and often.” There are some limitations to virtual models like this, particularly with taking vital signs and blood work. A lot of strides have been made using technology to view vitals over video. Blood pressure is relatively easy to address by sending a monitor to the patient, and the same applies to temperature. But looking into ears and listening to the heart are a little trickier. Because virtual visits are gaining in popularity (virtual health visits increased from 22% in 2018 to 44% in early 2022, according to the Deloitte Survey of US Health Care Consumers), much is being invested in technologies that make these observations possible over video. What about blood work? Radish is solving this challenge by partnering with landlords to open up small clinics at the workplace with medical assistants who can take vitals and blood work, providing another incentive to get workers back to the office. Organizations such as Union Square Hospitality and the Town of Babylon, Long Island, are taking advantage of what Dr. Patel calls “having a doctor in the family” for their teams.

Mental health is a space that is experiencing a heyday in digitalization. Platforms like Headspace and Better Health allow patients to connect with a licensed therapist from



anywhere by live video, text, or phone. Harpreet Nagra is a licensed psychologist with 17+ years of studying human behavior and brain function and is currently the Senior Director, Clinical Oversight at Supportiv, a peer-to-peer support platform to help folks who can't get through the long waitlists for digital therapists. She says that translating clinical concepts into digital platforms can make diagnosis and treatment faster and easier, but it is important that organizations have the right people in the room because of the huge potential for harm. “Safety and confidentiality are obviously important, but decisions on icons, text placement, and other fidelity of design decisions all make a difference in how we receive and digest information, especially as it relates to our mental health. These decisions should not be made by people with no background in psychology.” Nagra says it is important to be really clear on what is being prioritized, business or medical, and what is the intention and function of the decision we are making on both. “Humans are not zeros and ones, they have more color. A lot of therapy is about showing people the grey—it's not all black and white—and allowing yourself to feel all emotions. How do we do that in a digital environment that is binary?”

What part does technology play beyond the individual and the company or organization?

“Technology allows healthcare systems and communities to analyze large amounts of data—social determinants of health, down to the zip code, determining who may be at risk for various health issues,” says Dr. Chimene Liburd, Healthcare Executive. Another way the dreaded pandemic has been useful is how it brought to light inequities in how the virus attacked populations. Data mining about food deserts and lack of access to insurance and healthcare is informing providers to make changes in communities. Dr. Liburd points to taking the concepts of blue zones, areas of the world where people live the longest and intentionally developing communities with everything needed for a healthy life—doctors, clinics, pharmacies, grocery stores, etc.— in the “life radius” close to home where residents spend 90 percent of their lives. Instead of sprawl, promoting ease of access and keeping people in their homes longer. These communities tend to exist in the elderly space, but Dr. Liburd would like to see them expand beyond senior citizens. “Safe neighborhoods, healthy living conditions, job opportunities, and access to health all contribute to healthy communities. I would like to see more urgency with politicians to put it all together instead of working in silos.”

Bhatnagar believes technology can help us make better data-driven decisions about population health. She tells the story of Gundersen Health Systems and how they dreamed about impacting the health of a large population through sustainability, air quality, groundwater, and other environmental factors. Led by then CEO Jeff Thompson, a pediatrician by training who also won the 2014 White House Champion for Change award, Gunderson looked at their energy data and realized they were putting harmful substances in the air through its dependency on fossil fuels. They set a goal in 2008 to be

producing more energy than they consumed by 2014. He invested the system’s resources in renewable energy, including a biomass boiler and other ventures with local farmers, businesses, and local entities, and in time became net energy producers providing energy to the local community, leading to better air quality, more local jobs, and lower treatment costs. “Systems like Gundersen show us that there is a robust business case in going beyond simple gap closure activities to completely optimize value-based care, help physicians practice at the top of their game, improve revenues, and reduce total cost of care,” says Bhatnagar.

Whether on the individual, organization, or community level, technology has the potential to transform healthcare and improve patient experience and outcomes. Our experts all agree that these innovations are important but must be balanced with patient priorities. From choosing providers based on online reviews to smart scheduling in a hospital (eliminating or reducing the night distractions we suffered in my experience) to real-time remote monitoring of chronic illnesses, it’s exciting to see what comes next.

HARPREET NAGRA

“

Humans are not zeros and ones, they have more color. A lot of therapy is about showing people the grey—it’s not all black and white—and allowing yourself to feel all emotions. How do we do that in a digital environment that is binary?”

”



STUDENT INTERVIEW / DENIS HAXHIJA

BY:

Stefany Koslow,
*New Business Development
Executive, HUSH*

ABOUT DENIS:

Denis Haxhija is a lifelong resident of Riverdale, what he calls the hidden gem of NYC. He is a recent graduate of Manhattan College, and managed studying business and real estate while working part-time for Brown Harris Stevens. With his ever-present enthusiasm, he has been power networking and learning a ton about the business of real estate along the way.

CoreNet's relationship with real estate up-and-comers is going strong in 2023! As outreach with college students in NYC continues, both CoreNet and the students reap benefits from the association. This year's scholarship recipient is Denis Haxhija.



What has been your favorite CoreNet Student Event to attend?

CoreNet is amazing at organizing tours of all the latest exciting skyscrapers in the City.

Our most recent tour was incredible. We saw 1 Vanderbilt, 1 Penn Plaza, and 50 Hudson Yards. We were shown around the projects by the developers, who were able to share amazing details.

The students in the group were from NYU, Columbia, Baruch, and of course my school—Manhattan College. Not only did we get to see some of the city's biggest and newest projects, but we were also able to meet other students interested in real estate and the developers themselves. It was a really great experience.



What kinds of events did you have on campus for the Real Estate club?

Well, believe it or not, I organized a panel for our Women In Real Estate subgroup.

I was really lucky to land Bess Freedman, the CEO of Brown Harris Stevens, to come to speak with us. I was shocked when I heard back from her—most people are too busy, but she was so gracious, and we had a really fantastic event. Plus I even got my job out of it! Honestly, my biggest takeaway from getting a CEO to come to our school is “Never Say Never”. The ball is in your court—you can be intimidated asking, but if you don't ask, you can't get!

Q3 So that's how you landed your job at Brown Harris Stevens. How do you like it so far?

I love it. I love the people. They are so welcoming. I work with Matthew Hughes who is a top NYC broker, and he has been a tremendous mentor to me. Every day I learn something new. I attended their huge 150th Anniversary party and had such a terrific time. It was nice to see the many familiar faces from all over the country, and it was just so celebratory and warm.

Q4 Last question: What's your favorite corner of NYC and what do you like to experience there?

That's easy. I'm a huge fan of Arthur Avenue – better known as Bronx Little Italy! I love all the Italian and Albanian food there! I'm Albanian, and I love that I can go to Albanian shops there.

My favorite annual event, which everyone should attend, is the Ferragosto Festival. The music, the dancing, the grilling, everything is a blast right out on the Avenue. I was even featured on the cover of the calendar for 2022!



DENIS HAXHIJA

“ Honestly, my biggest takeaway from getting a CEO to come to our school is “Never Say Never”. The ball is in your court—you can be intimidated asking, but if you don't ask, you can't get!





BY:
Kait Kennedy,
A+D Manager
Steelcase Inc.



INTERVIEWEE:
Yannick Benjamin
Beverage Director /
Managing Director at Contento

Making the Human Experience Accessible

Contento, located in East Harlem, is one of the hot restaurants that popped up during the pandemic. Its flavorful Peruvian food and thoughtfully curated wine list are heralded by Eater, the New York Times, and Wine Magazine. The team and concept behind Contento are just as inspirational as the menu. With two of the partners being wheelchair users, the restaurant aspires to be vibrant, inclusive, and accessible for all.

Yannick Benjamin is the beverage director and managing director of Contento. Speaking with Yannick you can feel his passion. Yannick's family immigrated to Hell's Kitchen, and he was immersed in the hospitality industry from an early age. He has worked at some of the most impressive restaurants in New York—Le Cirque, Oceana, Jean-Georges, and Atlas and then became a sommelier at Felidia and Atelier at the Ritz-Carlton.

Tell me a bit about you and your journey through food and wine.

My journey through food and wine really stems from my family. My family is from France—French immigrants. Not only did my father and mother work in the food industry, but also both of my uncles and cousins, so it was just kind of around me at all times. The majority of my father's friends that immigrated from France also worked in the restaurant business, so you can imagine that was the main topic at the dinner table or just when you would run into them on the street. My mother wasn't exactly in the restaurant business, but she was in hospitality, cleaning houses and working as a housekeeper. So I guess it was just kind of inevitable that I would be involved in this industry. As you may know already, people that come to this country many times come here with minimal resources. Their biggest dream is that



their kids work in an office with air conditioning where they're working 9 to 5 and not working weekends. They get paid vacation benefits and all that. I certainly chose a profession that was quite the opposite of all of that. I can't explain why I have this particular feeling when I'm around vineyards or in a restaurant setting, but I just get energized, and I very much like it.

How did you and the team come together to create Contento?

Very simply, I was in a car accident in 2003 that left me paralyzed. While I was in the hospital recovering and receiving rehab, a gentleman named George, who had been injured a couple of years before, stopped by my room. He was a mentor for newly injured patients, and we connected quite well. A few years after I was discharged, George [Gallego, managing partner at Contento] and I reconnected. He was really an incredible mentor and an incredible force. And so then we just kind of really bonded. He lived on 111th Street and found out about a spot just down the block that was empty. He encouraged me from the moment that we met that I should open up my own place. I should do my own thing. I should stop working for people. He just generally was really supportive of that. Back in 2018, when he found this spot that was an incredible deal, we really just jumped on it. And that's really sort of the beginning of Contento. It kind of happened really spontaneously in many ways.

What challenges have you found in designing Contento for inclusivity and accessibility?

So let me just start by saying that, as you probably know, doing the right thing comes at a cost a lot of times. And I mean that emotionally. I mean that physically. I mean that financially. When I got involved with this venture, I didn't really have the financial resources to open up a restaurant. There are so many moving parts, especially when you start with a blank canvas, but I knew that this was my only chance, with this location, to open up my own space. If I could, I would have a restaurant that's five

times the size of Contento so I could have tables spread apart and a big open bar to be able to maneuver perfectly around. But this is New York City. Every meter, every foot is incredibly expensive. So I had to take lemons and make lemonade to the best of my ability. And that is Contento. But, the most important thing I was hoping for was that we can get this restaurant up and running and really show people that if you do the best that you can, accessibility does work. And so we got the conversation going. At least we got some incredible press, we got the buzz going. And I think that most importantly, people started to see that if you make a space accessible, those 61 million Americans that have a disability are going to feel comfortable and feel catered to, and they're going to want to spend their money—over \$500 billion of spending power. I think that if you do the right thing, you'll reap the benefits.

It is incredibly important that a restaurant or business is physically accessible, and that there are no physical barriers. But oftentimes we don't talk about social accessibility—making sure that the staff is trained on how to deal with people that are part of the blind and low vision community, how to deal with people that are hard of hearing, people with intellectual disabilities such as Autism or Asperger's Syndrome. You know, social accessibility is something that can be practiced



by everybody. Making sure your business is physically accessible can be very costly, but you can still practice social accessibility. I think that the value that Contento brings to the table is that we've got into the conversation.

How did you approach inclusivity and accessibility in the design of Contento?

I'll just emphasize that we did not have the financial resources to hire an architect that specialized in ADA, the American Disabilities Act. That would have been amazing. But the more specialized someone is in a certain field, the price goes up, and rightfully so. I understand that—I get it—but, you know, unfortunately, we just didn't have those financial resources to make it happen. Instead, we did tons and tons and tons and tons of community outreach.

To be successful at accessibility for those who are disabled, I think the best thing that one can do is actually get someone from that specific community to come in and speak. I often talk about my personal experiences as someone who is a full-time wheelchair user, but just because I have a disability, I certainly don't know what it's like to be blind or deaf or to have a speech impediment. Having individuals represent themselves from each community come in and speak, I think is really key.

Every time someone came in to speak from a certain community, they would tell a story from their personal experience, and I learned something new for sure. I thought I was doing everything right, and then I had someone who was part of the low-vision and blind community say, "Your website is really hard to navigate." I said, "Oh my God, that's crazy." So we had to change it up a little bit.

What are some of the specific design elements that you have implemented at Contento?

At Contento, we have a counter height bar so that a disabled and non-disabled person can



both sit next to each other and make eye-to-eye contact. I think that's been really key. I think the other thing that's such a thoughtful little thing that I just absolutely adore, and I think every restaurant should have, is adaptive flatware for arthritic or limited hand function. So yeah, that's a really great thing to have.

I hear you have a special tray that fits on your wheelchair to help you as a sommelier. Can you tell me about it?

So I was looking for a tray that would allow me to function and work without any kind of hiccups. You know, rolling around in a wheelchair, having bottles of wine on your lap without any kind of security could be kind of a little mess, right? I used to work at a wine store, and there was a gentleman named Jean-Paul who would buy wine from me. I just had the courage to ask him if he could help me with this project. We worked on it, and we created this small little wooden tray that has everything that I need and I can't complain. It's a really beautiful tray, it's been a life changer.

You have a section on the Contento menu called "Wines of Impact". How does a bottle of wine end up on this list?

Wines of Impact are from recognized producers that may have a social impact or an environmental impact. There are producers that we have that don't believe in plowing because when you plow too much, you're

just contributing to erosion and disturbing all the microbial activity that's happening under the soil. Producers who are practicing biodiversity, and producers who are not using any chemical treatments. These things are really important to me. And then the social impact could be women winemakers, people of color, or people with disabilities making wine. You can have impeccable sustainable farming. You could be making some of the greatest wines. But if you're not treating your workers correctly, all of that really plays a factor. So, you know, it's not easy because there are so many moving parts. I think we're getting better for sure, but we need to work at a faster rate. We need to start creating an environment that's going to make people feel comfortable to allow themselves to be who they are and really allow their creativity to contribute to an industry that desperately needs more creativity.

I understand that Contento holds education and outreach events for the community. Tell me more.

We did our first one in March. We had just under 20 people, all full-time wheelchair users, for an off-site wine and Peruvian food tasting. For many of them, it was their first time out and about in a long time. Right now I'm working on doing a wine tasting for people that are from the blind and low-vision community. So hopefully that's going to happen in the next few weeks. It's not just limited to people that have a disability, but, you know, certainly for all backgrounds.

And how is Contento a good neighbor?

You know, we're on a block that's pretty quiet. It's off the beaten path. In many ways where we're located on 111th Street is sort of like a tale of two cities. If you go ten blocks south, you're in some of the most expensive real estate and highest-income neighborhoods with so much disposable income. And then you go a few blocks north of where we are



and there's a lot of housing developments—it's lower income and life is a little bit harder. From just walking through the streets, you can see the quality of food that they [East Harlem residents] get as opposed to the quality of food that the Upper East siders get. Having to deal with those two dichotomies is really interesting in many ways. But, you know, I think the most important thing is that we never came to East Harlem saying, "Oh, we're going to come in here and we're going to be a great addition to your neighborhood and we're going to make it a better neighborhood." Instead, we said "Just come on over. We would love to have you over." And if we can support any causes that are out here, we want to. I reached out to a lot of local community leaders to make sure that we were being respectful of this incredible history that exists, particularly in East Harlem. And I didn't want to ever be accused of cultural appropriation. We picked the name Contento. One, it's very easy for anyone to say, I think, no matter what language you speak. It also embodies the spirit of who we are. Happy. Joyous. Because that's what it means. It means happy and joyous in both Spanish and Italian. East Harlem in the late 1800s and early 1900s was predominantly Italian, and then sure enough in the later mid-fifties you have this wave of Puerto Ricans that start moving

in and the demographics were changing. And this is where the name of East Harlem starts to change—they call it the barrio. And so it basically continues paying homage to all of these individuals, to the immigrant groups of South America and Italy, and then to those of Puerto Rico. Which really should be the 51st state. I don't understand why it's not, but that's my problem.

I have read about how you've embraced hiring practices that embody the ethos of accessibility and inclusion. And I was wondering if you could speak a little bit about that.

I make no bones about it, and I always try to be very upfront and blunt about this. You know, we work in the restaurant industry, a business that's very hazardous. People are moving at a very fast pace. Doors are opening and closing. People are using sharp objects, working at a frantic pace. And then you've got fire, you've got gas, you've got boiling water, hot oil. Even if the layout of the restaurant was incredibly barrier-free in the most perfect sense, you still have obstacles that are almost unavoidable. With that being said, when we meet people within our community, we have these honest conversations and we try to identify what might be the best role for them. And that's simply what we try to do. And for each person, especially in our community, the disability community, there's a mosaic of different needs and wants. And I always explain this to people just because you see two people in wheelchairs, does it mean that they both have the same exact needs? One could be a full-time wheelchair user like me, or they're paralyzed from the waist down. And then you get another person who has, you know, severe muscle cramps and spasticity like someone who's cerebral palsy. So, again, you really have to handle each person as an individual. First off, you have to be incredibly fair. You have to make sure that when you meet these individuals, non-disabled included, that

you're free of any judgments, that you're free of any opinions, and you allow the person to speak. You ask the question that you need to ask. You tell them every single detail about your business. But you allow them to express themselves. So you avoid falling into that trap of judgments.

Could you tell us a bit about your foundations "Wheeling Forward" and "Wine on Wheels?"

Wheeling Forward was started back in 2012, if I recall. I was one of the co-founders and was part of the organization until sometime in 2020. Now my main focus is fully on Wine on Wheels, which is a spin-off of Wheeling Forward, but I haven't fully separated myself from Wheeling Forward. The objective of Wine on Wheels is to do more advocacy in the hospitality industry, create more opportunities for people with disabilities to go work in the hospitality industry, and then also bring awareness and raise money for other causes that I believe in using all of my connections, all of my network that I built throughout the years of wineries and restaurants.



BY:
Nick Bornheimer,
*Manager, Strategic
Accounts, Allsteel*

INTERVIEWEE:
Coby Skonard
*Founder/CEO,
Ideawake*



REVIEW THIS IDEA [Instructions](#)

Should we implement this?

Yes

No

Complexity to Implement

High

Medium

Low

Projected Value

\$ 278,156

\$0 \$278,156 \$1,000,000

Projected Cost to Implement

\$ 21,975.5

\$0 \$21,975.5 \$1,000,000

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4 PRIZES [Add Prize](#)

1st Place
\$10,000
1 / 1 Available
[Award](#)

2nd Place
\$5,000
1 / 1 Available
[Award](#)

3rd Place
\$2,500
1 / 1 Available
[Award](#)



A Game Worth Playing:

Gamification in the Office

We all function within some fraction of a reward system. Cleaning your home or running an errand can feel cumbersome and even daunting at times. But it inarguably feels rewarding once the task is completed. An added motivation to earn points (even if it's simply brownie points with your partner or roommate) makes the task less painful to take on. The same is true in competition—finding the time and inspiration for exercise or physical fitness proves difficult for many, but if calories burned and steps taken are tracked through an app and moved onto a dashboard where you can see the weekly progress of friends, you might find an extra gear during that last mile of your run.

That first example is a more nuanced portrait of the human condition, but the second is a prime example of what is commonly and popularly referred to as gamification. Earning virtual badges, banners...or even bragging rights among friends is a driver that may seem frivolous. That is, until you try it.

The genesis of gamification dates back to the 1980s (although some trace elements of the theory back to the 19th century) when game designer and philosopher Thomas Malone considered the idea of using games to incentivize the completion of everyday tasks and real-world problems. The term was later coined by Nick Pelling, an inventor and computer programmer.

Turning anything into a game can tap into a motivation that did not exist prior. You can find countless examples of gamification in everyday life—online shopping, educational curriculum, and more recently, in elements of the workplace.

CoreNet New York City had the pleasure of speaking with Coby Skonord, founder and CEO at Ideawake, and expert in the field of innovation management solutions. Coby helps us distill how the implementation of gamification in the office works, where the advantages are, and more intriguingly, if this tool to help the menial become more memorable might bring about some negative or unintended results. More or less, can gamification be “gamed?”

For the better part of a decade, Coby Skonard has led the team at Ideawake, helping design three innovation platforms being used by companies to power their employee improvement and innovation programs in over 39 countries and 185 cities (Skonard notes that number is now likely closer to 300). His focus includes managing the company's internal and external growth strategy and overseeing the launch of digital innovation programs for organizations in over 14 verticals including healthcare, financial services, hospitality, and manufacturing.

From a work tactical point of view, Ideawake helps organizations efficiently tap into the biggest asset most organizations often overlook—the wisdom of their workforce.

This means capturing, evaluating, and implementing the five percent of ideas that will drive 95 percent of new business results. Gamification plays an integral role in this vision.

Q: Where was the idea for Ideawake born?

The original inception of Ideawake was something I started in 2013. My background is in accounting and finance, that's what my degree is in. Graduated, got a job at Ernst & Young. Put in my two-weeks' notice on the first day and decided to start this. We're a software-as-a-service platform that allows you to facilitate a process for capturing ideas and then moving those ideas through different processes to evaluate them, action them, and measure their impact on them. Broadly speaking, it's called an idea management or innovation management platform. So when we use gamification, we look at when users perform value-added actions—specifically end users—on the platform. Posting ideas, commenting, receiving upvotes. They earn points, which aggregate onto a leaderboard, and we also have prizes that are incorporated. The main purpose is to help improve adoption, participation, and the overall initiatives.

Q: Should companies or employees be at all wary of gamification? Can it create a negative office culture impact or be seen as manipulative?

I think there is mostly upside. I'll have the occasional customer who wants [gamification features] turned off, which can easily be done. The main reason you'll see pushback is because gamification does not support a company's corporate culture. There's likely another reason, but I'm not sure that

we're getting the full picture and think they are misunderstanding the intent. For the folks that are detractors—at least for us—we say there really is no harm in enabling gamification. There might be worrying that people will game the system and that could have negative, unintended consequences... causing animosity in the office. So while that could be a downside, I think those types of activities will happen anyway. Meaning, if people just focus on climbing the leaderboard, and it doesn't correlate to more productivity, it should be discovered rather quickly.

For us, people receive points as others upvote their ideas. People can go around and campaign for votes, I guess, but that would be rare. Also, a lot of folks use the voting system as a leading indicator—not actually to make decisions. But overall if you come onto the system, you're more likely to do value-added activity. So even if people try to game the system, we're still uncovering key metrics, and adoption is increased. If that were being used as the sole decision criteria for whether or not to implement an idea, meaning it had a material impact if people gamed the system for things being prioritized, then that would be an issue.

Q: So you feel that the potential consequences do not outweigh what can be yielded by the adoption of gamification?

Yes. Exactly. And more than anything, it's making sure that the system is designed correctly. Then there really is no downside. Are the right tasks being incentivized? Are there barriers in place to avoid people from taking advantage of the system? If those two things are true, there is no harm...only upside.

Q: What is the process for determining if the correct tasks are being incentivized? You work with multiple companies in varying verticals. Does that part ever become complicated?

For us it's easy. Regardless of industry, client size, et cetera...the activities that you want to incentivize are typically the same. What are the outcomes that you want? Pretend that the gamification system doesn't exist—what do you want to do? Say [a client] wants to increase sales; how do you increase sales? What are the tasks and activities that increase sales? Often very simple stuff—increasing the number of sales calls, improving follow-up rate, or whatever it might be. And then, it might take one, two, or three levels diving down to get to the root of how these activities are truly increased. And if you have too many tasks, then you stack rank them, and from there you only incentivize the 20 percent of tasks that give you 80 percent of the results.

Q: That seems to be a theme for your overall strategy. Uncover and collect a smaller number of great ideas that help drive most of the productivity. How did this become so important to your platform's growth?

By accident. We pivoted the company twice which is how we eventually arrived here. Originally it was focused on helping entrepreneurs validate their ideas—entrepreneurs don't have any money, enterprise does. We took the same technology

COBY SKONARD

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For the folks that are detractors—at least for us—we say there really is no harm in enabling gamification. There might be worrying that people will game the system and that could have negative, unintended consequences...

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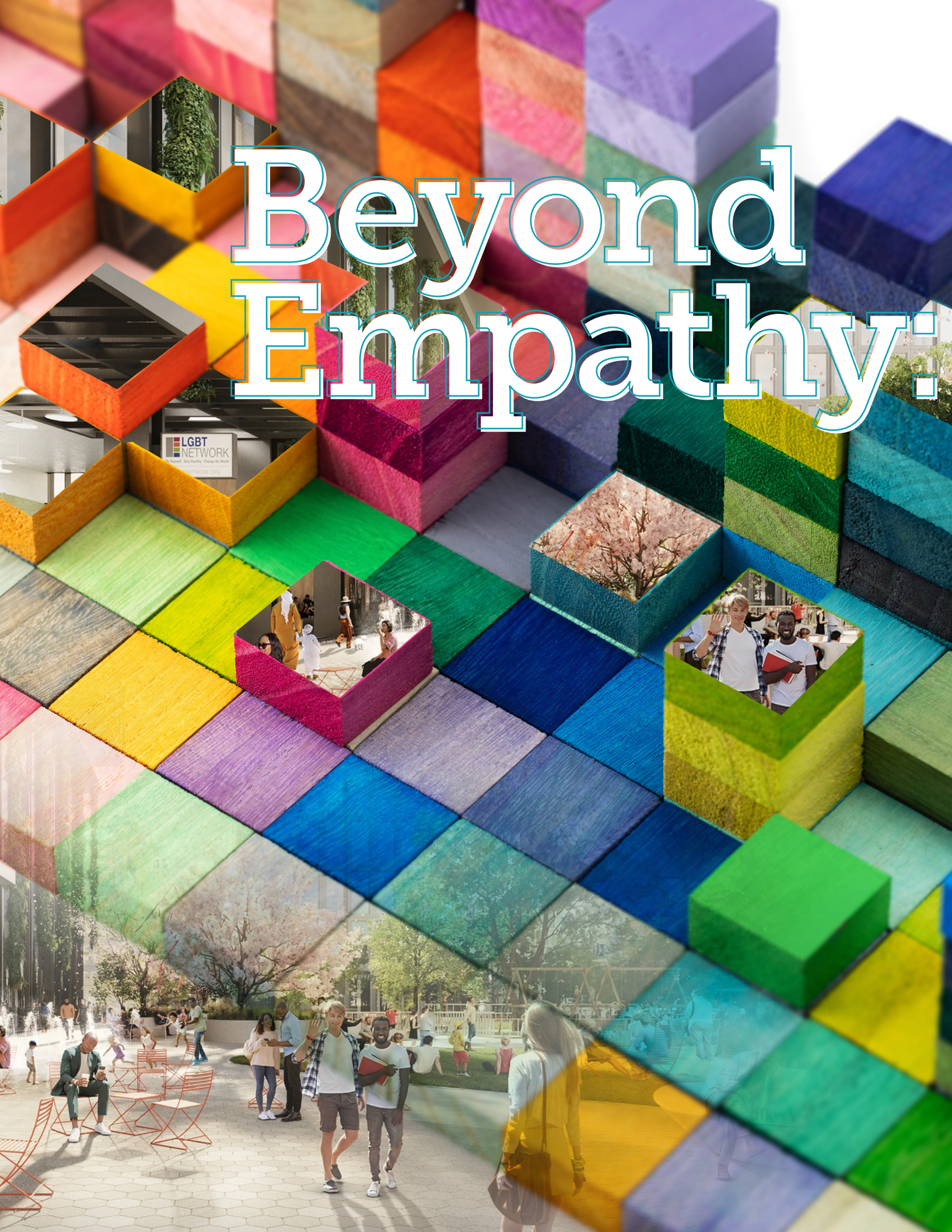
and then applied it internally and launched it inside larger companies. That's how we got here.

We work in more than 14 different verticals now. We'll focus a little more as time goes on, but the applicability and how [the platform] might range somewhat across different verticals. How people login in a manufacturing environment will, of course, be different than how a group would login in a technology environment. But how the system functions, and what you're doing once you figure out some of the implementation, is all the same.

Q. Have you had anyone ask about or entertain the idea of gamification to encourage more folks to work from the office as opposed to remotely?

I haven't seen anyone try to gamify [the return to work], although not necessarily a bad idea. It's usually just a top-down mandate like “This is what we're doing.” And that hasn't really worked—pretty much everyone is back to some version of hybrid. It would be interesting to try to see it gamified. If done the right way, maybe something to consider.

Beyond Empathy:



BY:

Jennifer Busch

*Director of Client Partnerships,
Eventscape*



The Case for User Empowerment in the Design of the Built Environment

Even in the years leading up to this transformative time of intense focus on diversity, equity, and inclusion, the lack of diversity in design professions was increasingly obvious and under attack. As a 2016 article on the Inside Design blog quotes, “More perspectives on race, color, economics, and religion expands design priorities. We can afford a bit less money and attention on apps targeted at 25-year-olds living in the Mission, and focus more toward critical issues like healthcare, economic inequality, education, and the environment.” This particular observation mentioning “apps” was that of Nick Schaden, at the time a UI Engineer for Square. But the sentiment reflected an issue that designers across multiple industries were beginning to grapple with.

Schaden went on to say, “Design is having a huge impact on the world, and we can do better on the diversity front. We’re in an industry that’s about empathizing with our users, but that only works as far as our community can extend. In light of this, we have a responsibility to do better.”

Fast forward to an October 2020 article in Fast Company titled “4 Steps to Design a Better Future After COVID-19”¹ in which four design luminaries from different fields were asked to

comment on what role designers will play in a more inclusive, empathetic future. Bobby C. Martin, Jr., cofounder of graphic design firm Champions Design, responded, “What’s more important is to go beyond empathy and make sure that the people that are creating the work—that are thinking and strategizing—are coming from diverse perspectives.”

As these sentiments took root across multiple industries, they also gained momentum in the building industry, so that over the last several years, diversity has had an increasingly important role to play in our thinking about how

NICK SCHADEN

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Design is having a huge impact on the world, and we can do better on the diversity front. We’re in an industry that’s about empathizing with our users, but that only works as far as our community can extend. In light of this, we have a responsibility to do better.
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Innovation QNS, a proposed mixed-use development in Astoria by Kaufman Astoria Studios, Silverstein Properties, and BedRock Real Estate Partners.

physical spaces are designed and built. The logic is that more diversity represented among building industry professionals will result in a higher level of empathy for user populations with a diverse set of physical, psychological, cultural, or economic realities. Ultimately, empathy moves us toward more equitable outcomes in the built environment to better accommodate these human differences. This thinking applies whether you are talking about a corporate headquarters, an education or healthcare facility, or an urban development. The theory carries particular weight when it's applied to the built environment for people who typically have little exposure to good design and the associated benefits.

Billed as “The people’s design firm,” award-winning, Washington, D.C.-based Determined by Design² focuses on affordable housing and shelter for marginalized communities—low-income users, often people of color—that might not normally have access to good design, much less a voice in its creation. “The people who need access to well-designed space the most don’t know they don’t have it, don’t know they need it, and don’t have an advocate,” said Determined by Design’s founder Kia Weatherspoon in a recent video conversation with ICFF (The International Contemporary Furniture Fair). “I’ve built my entire career around being that advocate.”³

The firm’s foundational principle, Design Equity™, underscores Weatherspoon’s commitment to elevating the quality of the built environment for everyone. Her team introduces innovative practices, concepts, and workshops that help them best represent the people for whom they design. The process allows for “radical hospitality, compassion, and a shared community understanding” to guide designs that “reflect and respect the stories and spaces of end users,” according to the firm’s mission. “Design is not a luxury for a few, it is a standard for all,” says Weatherspoon. Informed by time spent visiting her incarcerated brother in prison, her military career as an Air Force veteran deployed four times in the Middle East following 9/11, and her subsequent experience creating high-end hospitality spaces, Weatherspoon has devoted her design career and teaching career (as a professor at the Savannah College of Art & Design) to addressing social and economic inequities through design.

“There is a bias that exists when designing for low-income communities, and predominantly people of color,” Weatherspoon says. “I don’t see demographics, I came from a luxury hospitality and multi-family space, so the only way I know how to design is how I design spaces for everybody else. I wouldn’t wash it down based solely on a group of

people’s socioeconomic standing. It’s up to us collectively to elevate [design] for everyone.”

Weatherspoon represents a growing group of socially responsible professionals who are empowering marginalized communities to determine their own spatial destinies. Another is Open Design Collective, an Oklahoma City-based, not-for-profit firm that brings together underrepresented communities and the design and city planning resources necessary to promote social and spatial change. “Empathy is an important value, especially working in communities that have been harmed,” says Vanessa Morrison, chief executive officer, who co-founded Open Design Collective with her partner Deborah Richards, chief design officer. “Another value that is equally if not more important is shared power.” Morrison points out that as professionals in the building industries grapple with how to address patterns of inequity in marginalized communities, translating solutions to actual practice can be elusive.

“One of the best ways we can address those challenges is by working alongside community members and creating space for them to be leaders in the shaping, planning, and designing of their physical spaces,” Morrison continues. “Deborah and I reflect on how our professions—she as an architect and urban designer and myself as an urban planner—have activated social and spatial harms, particularly in the communities where we work. Every time we step into a neighborhood we have to lead with that sensitivity. You can’t do that if you’re not working with the people who are most heavily impacted.”

History is rife with examples of urban development that have caused social and spatial harm. Very close to home, for example, when David Geffen Hall recently celebrated its grand re-opening following a \$550 million renovation, Lincoln Center chose to address the questionable history of its site head-on. Once known as San Juan Hill,

the neighborhood was home to thousands of Puerto Rican and Black residents and hundreds of small businesses in the 1950s, before controversial urban planner Robert Moses oversaw its destruction to make way for the development of Lincoln Center. (The complex social issues of the time were memorialized in American popular culture by Leonard Bernstein’s *West Side Story*.) The renovated hall reopened last October with a performance of Etienne Charles’ *San Juan Hill: A New York Story*, an immersive multimedia work that honors the history of the San Juan Hill neighborhood and the indigenous and immigrant communities that populated the land on which Lincoln Center was built. Simultaneously, Nina Chanel Abney’s *San Juan Heal*, an art installation on David Geffen Hall’s 65th Street façade, was inspired by the rich cultural heritage and complex history of San Juan Hill. Abney’s installation features portraits of San Juan Hill’s pioneers and musicians and text derived from protest flyers from the time.

More recently we’ve tried to do better. Steven Pedigo, executive director of LBJ Urban Lab and professor of practice at the LBJ School of Public Affairs at the University of Texas at Austin, points out that in the urban development space, there’s an acute awareness about issues across communities related to real estate development. “The issues of urban development have become much more front and center, and the public is demanding community engagement,” he says. “15 years ago, community engagement was nice to have. Now it’s a must-have because of our political process.”

KIA WEATHERSPOON

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Design is not a luxury for a few, it is a standard for all.

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Pedigo has consulted on some significant developments in New York, including, most recently, Innovation QNS, a proposed mixed-use development in Astoria by Kaufman Astoria Studios, Silverstein Properties, and BedRock Real Estate Partners. One of the reasons for developers, planners, and designers to engage communities, he says, is that real estate has moved beyond singular developments to city development, large-scale community development, and neighborhood development. “There are larger implications,” he says. “We’re building out destinations with mixed-use public amenities that are taking advantage of public incentive dollars. All of that has required a new level and type of engagement to service the needs of the community.” Community engagement allows real estate, planning, and design professionals to understand the needs and desires of the community, to understand where the gaps are, and to ensure that a development remains a good community partner and a good community anchor. “Through co-creation, developers can also address fears that come along with gentrification and displacement,” adds Pedigo.

Though real estate development is not new to community engagement, “the newer facet is the question of how you achieve your community development goals and also your economic development goals in the process.” says Pedigo. In fact, there are very real economic arguments for empowering communities to help determine their own built environments. “From the developer’s standpoint, the sustainability of a project benefits,” says Open Design Collective’s Richards. “When you see projects really being accepted and loved by the community they last longer, and you can foresee the area developing faster.” Richards is also a transplanted New Yorker. “When you start to gather the opinions and desires of a specific community, their cultural identity is going to be expressed through that project,” she says. “That’s what makes

neighborhoods interesting. People want to live in neighborhoods that have cultural character.”

Richards and Morrison believe Open Design Collective’s work resonates with the communities they serve because they create space in their process to understand what community members really need. “One of the ways we practice that shared power value is to ensure that community members are educated and informed on the process before we jump in and start engaging,” says Morrison. “This is not just an opportunity for us to teach but also for us to learn.” Shared learning at the beginning phases of the project helps people understand what the design process looks like, what good development looks like, and what are the various components that can help strengthen a neighborhood, she explains.

Education is followed by reflection. “We want to make sure that what we’re proposing is based on cultural assets or knowledge and skills of the community so that we’re not starting with something that’s totally disconnected,” says Richards. Next comes visioning. “Once we have a shared understanding, how do we move forward thinking about what could be there?”

Part of Open Design Collective’s process also involves talking to community members about the realities of real estate development—how cost is a factor and the need for compromise—while also encouraging them not just to defer to developers. “We encourage our clients to create channels of notification and awareness as a project progresses,” Morrison adds. So, in addition to navigating tough conversations with community members, they also try to hold their developer clients accountable. “We are advocates on behalf of the community. As things change there should be space and time to put that back out there to the community so the community can see what’s happening and

even react. Transparency is important.”

Pedigo suggests there are three factors that developers, planners, and designers need to understand and practice to create successful community engagements. “First and foremost, be authentic in your community engagement,” he says. “Don’t just do it to check a box. Do it in a way that’s thoughtful and intentional. Second, make a commitment to letting that community engagement influence the project or change its direction.” For example, authentic community engagement around Innovation QNS led to changes in the physical design of the project but also an adjustment to the types of public offerings and the types and ratio of affordable housing to market-rate housing.

The third point, according to Pedigo, is where many developers experience missed opportunities. “Communicate impact,” he says. “Be very clear about how that engagement shaped that development and communicate that back to community stakeholders.” Too often, he says, developers miss the mark by communicating changes to policymakers, city officials, or planning departments, but failing to communicate the outcomes of community engagement back to the public.

Does it take a special type of client or a special kind of developer focused on social responsibility to execute a successful community engagement process? “This process can be translated and implemented for a lot of different types of projects, but the developer has to want to create time and space for these kinds of conversations,” says Richards. “I don’t see any other limitations,” she says.

However, “Financial success is the only way these projects are going to get built,” Richards emphasizes. This begs the question of whether or not a developer that is particularly predisposed to social responsibility is a necessary ingredient for an intense

VANESSA MORRISON

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One of the best ways we can address those challenges is by working alongside community members and creating space for them to be leaders in the shaping, planning, and designing of their physical spaces

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community engagement process like that of Open Design Collective. Reflecting on the firm’s recent project South of 8th—a master plan commissioned by the Oklahoma City Redevelopment Authority for property owned by the Oklahoma City Urban Renewal Authority, to repair damage from decades of misguided urban renewal in the largely Black community of South of 8th Street—Richards points out their clients were what she considers to be “typical” developers. “Through this process, I think they have become really interested in working with us as their other developments move forward,” she says—suggesting that this very human-centric process can be simultaneously profitable and transformative for all stakeholders.

1 <https://www.fastcompany.com/90552191/4-steps-to-design-a-better-future-after-covid-19>

2 <https://www.determinedbydesign.com/>

3 <https://hospitalitydesign.com/people/podcasts/kia-weather Spoon-determined-by-design-what-ive-learned-podcast/>

New Yorkers
take
550,000
daily
cycling trips.

Annually,
New Yorkers
take **2X**
more steps than
the average
American
NYC
3,389,760 steps
US
1,541,760 steps

Broadway Show
Yearly Ticket Sales
\$1,486,479,939

NYC taxis
transport
600,000
passengers
daily.

TOP 10
NYC
ATTRACTIONS

- 01 Times Square - 50 million
- 02 Central Park - 42 million
- 03 Grand Central Terminal - 21 million
- 04 The New York Public Library - 16 million
- 05 Broadway/Theater District - 12 million
- 06 Bryant Park - 12 million
- 07 High Line - 7 million
- 08 The Met - 7 million
- 09 911 Memorial - 6.6 million
- 10 St. Patrick's Cathedral - 5 million

FUN
The New



**7,000 Bodegas
in NYC**

**The 5 Boro
Bike Tour
covers
40 miles**

FACTS
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More than
800
languages
are spoken
in NYC,
making it
the most
linguistically
diverse city
in the world.

The MTA
moves
2.4 million
New Yorkers
around
the city
every day.

New York Police Dept.

TAXI



EVEN

T RECAP



In-Person Events

September 2022 - May 2023

Diversity, Equity, and Inclusion: PRIDE in Commercial Real Estate

September 13, 2022

The Diversity, Equity, and Inclusion Committee welcomed Sam Chandan to share his experience launching the Real Estate Pride Council. The Pride Council was born out from this idea of creating visibility so that a young person thinking about going into real estate who might feel even in 2022 that there are limited career paths for someone who is open and authentic, to really disabuse that notion, and to ensure folks that you can be LGBTQ and can be out and successful in real estate.

Strategy & Portfolio Planning: The Relevancy Crisis - Rethinking the Flight to Quality

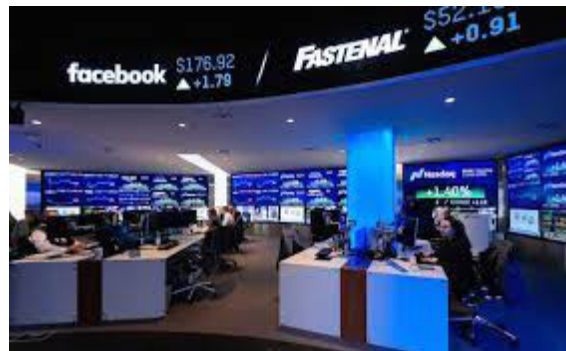
September 15, 2022

Looking for strategies to magnetize your workplace to facilitate the return to the office? The Strategy & Portfolio Planning Committee hosted a panel with occupiers and providers of forward-thinking workplaces to discuss the motivations, expectations, and solutions that will shape how we work and support a more hybrid and discerning workforce.

Sustainability Committee: Climate Week Special: Tour of Nasdaq's new LEED Platinum HQ

September 20, 2022

Nasdaq and CoreNet NYC's Sustainability Committee hosted tour of Nasdaq's new global HQ at Times Square. Nasdaq's office was awarded LEED's Platinum distinction as part of a greater effort to show leadership in sustainability. During the tour guests explored how and why this came to be. We heard about the background of the project, how it played out, hurdles, victories, and lessons we could bring in our own efforts..





Young Leaders Committee: Networking Sunset Cruise

September 29, 2022

CoreNet's Young Leaders Committee hosted an evening of networking, drinks, hors d'oeuvres, and spectacular views of NYC from the East River! As the first Young Leaders networking event since 2019, this was the perfect opportunity to network with fellow young leaders and CoreNet New York City's Executive Board.



Public Policy Committee: "To commute or not?" - Contemplating the Future Impact of NYC Housing on CRE

October 20, 2022

The Public Policy Committee welcomed a panel of esteemed professionals who shared insights around the latest challenges of a turbulent return to office occupancy, due to rising residential real estate costs and a workforce that has migrated away from the office. The discussion provided an overview of efforts aimed at addressing these issues such as the formation of the Mayor's Office Adaptive Reuse Task Force and Local Law 43. Additionally, our panel shared their perspectives on the hurdles affecting return to occupancy and what is needed to support NYC's vibrant workforce to address the widespread question: What does the future of NYC occupancy look like moving forward?



Development Committee: Sponsorship Appreciation Reception

October 25, 2022

The CoreNet NYC Board of Directors gathered for an evening of networking with our Annual Sponsors to thank them for their commitment to the Chapter and celebrate the success of the year.



Strategy & Portfolio Planning: A New Model for Building Successful Cities

November 15, 2022

West Palm Beach is becoming one of the most sought after places to live and work, attracting top corporations by combining a leading-edge business environment with an exceptional lifestyle. Attendees learned about how this city is achieving tremendous growth via an innovative public / private partnership and how this can help your companies be more successful. The committee hosted a lively conversation with four leading figures involved

with West Palm's development: Kelly Smallridge, President & CEO, Business Development Board, Palm Beach County, Stephen M. Ross, Founder & Chairman, Related Companies, Keith James, Mayor, West Palm Beach, Florida, Lauren Hedvat, Head of Real Estate Strategy, Americas Managing Director, Goldman Sachs and Ken Fuchs, President, University of Florida.



University Relations Committee: Tour of BlackRock's New Office at 50 Hudson Yards

November 29, 2022

The University Relations Committee of CoreNet's New York Chapter hosted a special guided tour of the newly constructed Blackrock office in the building. What was once an MTA train yard, Hudson Yards has transformed into one of the most state-of-the-art and sought-after city centers in the world. 50 Hudson Yards, the latest addition to Related's Hudson Yards portfolio, which was completed in late 2022 is one of New York City's most expensive and advanced office projects in the US.

Special Events Committee: CoreNet NYC 2023 Annual New Year's Party

January 18, 2023

CoreNet Global NYC hosted its annual New Year's Party at the Ascent Lounge. The event brought together more than 350 members of the CoreNet Global NYC Chapter to celebrate the new year with a cocktail and networking reception. CoreNet Global NYC membership is composed of corporate occupiers and leaders from New York's built environment and real estate industries.





Event Recap

Special Events Committee: Who Wins CoreNet NYC Project of the Year Awards & Why?

February 9, 2023

Following the success of the 2022 Chapter Awards, we hosted this year's Who Wins CoreNet NYC Project of the Year Awards & Why Event. This event was an interactive, round-table conversation that explored the driving forces – from corporate strategy, portfolio planning, finance and sustainability to the attraction, performance, wellbeing and retention of talent – shaping Corporate Real Estate Projects at top-performing companies.



Membership Committee: New Member Networking

February 23, 2023

The membership committee hosted an evening for drinks and mingling. New members had the opportunity to talk to fellow new members as well as content committee leads to learn more about the chapter.



Membership Committee: Vision 2023 & Volunteer Star Awards

March 2, 2023

CoreNet NYC Leadership presented the summary of Chapter accomplishments and 2023 initiatives and goals for the coming year. The evening was followed by recognizing our Star Volunteers who contribute so much energy and passion into making our Chapter successful.





Women's Leadership x Diversity, Equity & Inclusion Committees: International Women's Day

March 8, 2023

Women's Leadership x Diversity, Equity & Inclusion Committees hosted their 2nd Annual Celebration of International Women's Day. Guests took part in this celebration and impactful discussions honoring the 2023 International Women's Day theme of #EmbraceEquity!



PropTech x Technology Committee: The Making of Cisco's Penn 1 Smart Building: A Technology Journey

March 14, 2023

Cisco's redesigned 64,000 SF New York office is a showcase of how Cisco sees the workplace evolving, and how the firm's technology platform can best support productivity of communication – using data to link people and space. The new environment features a fully integrated and connected workplace that doubles as a showcase lab—a workplace where clients and visitors can genuinely live and breathe the technology Cisco has been developing and innovating for decades. Tom Krizmanic, Principal and Studio Director with Gensler, and Bob Cicero, Principal/Americas Smart Building Studio with Cisco, discussed the vision for the space, tech solutions, and how the office is performing in a variety of ways. Attendees also received a tour of the office, followed by a cocktail reception.



Black Leadership in CRE – Inspiring the Next Generation of Leaders

March 28, 2023

The Diversity, Equity & Inclusion Committee in collaboration with the Sustainability, Young Leaders & Career Development Committees presented “Black Leadership In Corporate Real Estate” event. The commercial real estate industry’s efforts to diversify workforce and suppliers requires deliberate focus. For many talented people of col-

or, representation matters – it shapes an understanding of leadership roles, job functions and what excellence looks like in role models. CoreNet NYC supports the advancement of our Black colleagues by hosting The Black Excellence in Real Estate Forum. This in-person event featured Black real estate executives from a wide range of expertise, sharing their success stories. The event offered an opportunity to a select group of high school and college students from underrepresented backgrounds to learn about various career paths within real estate and design. The goal of the event was to create a forum for networking while improving diversity, equity and inclusion from different segments of the industry.

GHG Emissions Reduction
& Commercial Real Estate
PLAYBOOK

Aligning
corporate
sustainability
goals with
your real estate
portfolio

JANUARY 2023

 Sustainability Committee

newyorkcity.corenetglobal.org
sustainability@corenetglobal.nyc

Now Available

CoreNet NYC GHG Emissions Reduction & Commercial Real Estate Playbook

Tackling climate change must be at the forefront of decision making across all levels of government and business as well as our personal lives. The actions we take over the next decade to mitigate emissions will be critical for future generations - every country, sector, industry, as well as each one of us, must find ways to reduce the carbon footprint we produce. This necessary transition starts by raising awareness.

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Available on Apple Podcasts  Spotify  and YouTube 

Recent Featured Guests Include:

Ryan Simonetti, Co-Founder, Convene

Gabrielle Rubin Deveaux, SVP, Head of Global Real Estate, iCapital

Tony Vargas, Director of Global Workplace, Sprinklr

Wayne Lambert, Director of Supplier Diversity, Turner & Townsend



Upcoming Events

Diversity, Equity & Inclusion Committee: Open Forum	July 14, 2023
Special Events Committee: 2023 Annual Golf Outing	July 17, 2023
Membership Committee: Breakfast Club: CoreNet Tips & Tricks Coffee Hour	July 20, 2023
Women's Leadership Committee: Annual Summer Networking Reception	August 8, 2023
Membership Committee: Prospective Volunteer Breakfast: Discover Committee Opportunities	August 17, 2023
Special Events Committee: First Annual REMmys Gala	October 19, 2023
CoreNet Global: Summit	Oct 28 - 30

[VIEW THE UPCOMING EVENTS ONLINE](#)



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With a diverse collection of designers, account managers, PMs, installers and strategists, we are dedicated to transforming not only how people work but how they feel about work. From our start in 1991, Insidesource has been built on collaborative relationships. Your dedicated project team partners with you to understand and solve your unique workspace needs, and is with you at every step of the process. We want to create a space that is inspired by you. Building the modern workplace requires creative thinking to reflect the values of a company in a way that connects with employees and drives productivity. From balancing open collaborative environments with private spaces, down to pillows and accessories, we'll explore every avenue to bring your soul and cultural vibe to every last detail. We have grown as our clients have grown. From first offices to millions of square feet we have expertise in every market around the world. We measure success by enduring relationships and trust our client's place in our hands to bring their vision to life.

TURNER & TOWNSEND



Turner & Townsend is a global professional services company with over 10,000 people in 50 countries. Collaborating with our clients across real estate, infrastructure and natural resources sectors, we specialize in major programmes, programme management, cost and commercial management, net zero and digital solutions. We are majority-owned by CBRE Group, Inc., the world's largest commercial real estate services and investment firm, with our partners holding a significant minority interest. Turner & Townsend and CBRE work together to provide clients with the premier programme, project and cost management offering in markets around the world. We are passionate about making the difference, transforming performance for a green, inclusive and productive world.

VVA



VVA was founded in New York City in 1994 and has grown steadily to establish offices in Washington, D.C., New Jersey, Boston, Los Angeles, San Francisco, Connecticut, and Chicago. We represent domestic and international clients with a local presence wherever your project may be. VVA's key strengths include the seniority and diversity of our team, exceptional industry knowledge, skilled leadership, and seasoned in-house expertise. VVA's many years of experience in all project and cost management disciplines gives us an insider's understanding of the role each plays, the connections among them, and the potential for adding maximum value for our clients

TED MOUDIS ASSOCIATES



Tted Moudis Associates designs workplaces that provide sustainable environments and flexible workplace solutions built for longevity, productivity, and enjoyment. We believe that a built space should not only reflect but also enhance an organization's culture and values. Businesses today face an unprecedented mix of social, economic, environmental, and technological challenges. Our diverse staff of multi-disciplinary experts in the fields of architecture & interior design, workplace strategy, change management, brand integration, and furniture coordination help our clients to meet these challenges.

CREATIVE OFFICE RESOURCES



Creative Office Resources was established when two industry leaders, Creative Office Pavilion and Office Resources, merged in January 2022. As the largest MillerKnoll dealer in the country, COR is dedicated to shaping spaces that inspire collaboration and evolve communities. We're in the business of creating well-designed spaces that shape culture and inspire community. We work with talented individuals who are seasoned and knowledgeable about the way people will exist in a space, and our process ensures solution-driven design. We thrive through collaboration by listening and integrating diverse perspectives. Our primary goal is to build comfortable, positive environments designed to empower employees. We are not in the business of selling furniture, we are in the business of building solutions that enable your employees to do your best work.

STRUCTURE TONE



For over 50 years we've built amazing spaces for our clients, and it's as rewarding as ever. We love tackling each project's challenges, solving the puzzles they bring, and building relationships with colleagues new and old, of all industries, with each project we take on. We provide a complete range of services, from site selection analysis, design constructability review and aesthetic enhancements to interior fit-outs, new building construction, and building infrastructure upgrades and modernization. Our secret sauce has always been our "client first" mentality. Regardless of the project size or scope, our commitment is first to our client and their vision, enabling them to set new standards in building efficiency and sustainability, or in employee wellness and productivity, or in-patient care or technology—or whatever their goals may be.

MOHAWK GROUP



Mohawk Group is committed to building and serving communities through human-centered design, equity and social enterprise. As the world's leading producer and distributor of quality commercial flooring, we believe that better floor coverings emerge from better design, innovation, and sustainability. We believe in better: better design, better innovation, better sustainability. We believe that design is an agent of change for the greater good and we strive to elevate design by amplifying active measures for sustaining people, place, and planet.

TURTON BOND



Proudly founded in 2019, we are an independent construction consultancy service which brings a wealth of experience across all sectors in the construction industry. At Turton Bond we take a modern approach to what is often cited as a traditional and outmoded profession. Delivering a best in class, tailored and industry leading consultancy model to our clients. Our focus is to help our clients gain the maximum value out of their projects, while minimizing risk and providing a best in class work product that is both accessible and understandable. Having previously worked for several large-scale consultancy services over the past two decades, founding partners Will Turton & Chris Bond feel strongly that things can and should be done differently. With a strong focus on the embracing of technology, and the development of web-based apps accessible by our clients, we feel we can make a real difference.

CORGAN



At Corgan, we use data and dialogue to design places that perform with functional, technical, and aesthetic excellence. We're an employee-owned firm driven by research that informs elevated user experiences, and insights that anticipate a rapidly changing world. It's how we design structures and spaces that reach beyond our clients' initial goals. We're creators, designers, and innovators, making the world we want to live in — from the kind of firm we embody, to designs that collectively impact hundreds of thousands of people every day. For us, research is a means to channel the future, and sketchbooks are a playground to explore how we can shape it. When the right ideas and innovations emerge, they become powerful instruments for change.

WB WOOD



Founded in 1905, WB Wood is a Haworth Best in Class Dealer and a prominent furniture service provider and management company in the United States and around the world. If you're moving into a new workspace — or your existing office needs an update — WB Wood is here for you. We're a prominent furniture service provider and project management company dedicated to providing enhanced, human-focused office furniture solutions to companies around the United States. Our offices are based in New York and New Jersey, but we provide office design and project management services to clients nationwide. From Juniata, Alaska, to Tampa, Florida, you can count on us for top-tier service and superb quality.

EVENSONBEST

EvensonBest

We understand your challenge. We deliver your solution. We know that you're building more than an office. You're transforming your business to foster workplace innovation, change your organization's culture and communicate your brand image. As a MillerKnoll dealer, we guide leaders to make confident, intelligent office furniture decisions. Then we take the lead to deliver the space you've envisioned with the service you expect. We specialize in complex projects, building our reputation on unwavering advocacy for and accountability to our clients from start to finish. EvensonBest is one of the top ten largest volume contract furniture dealerships in North America, with an install base of completed projects totaling more than \$3 billion. Our staff of more than 200 experienced professionals gives you access to experts in multiple market sectors and geographic regions. We've completed projects in all 50 states through three regional offices, numerous service offices, and our network of trusted installation partners.

COLLIERS INTERNATIONAL



Colliers (NASDAQ, TSX: CIGI) is a leading diversified professional services and investment management company. With operations in 65 countries, our 18,000 enterprising professionals work collaboratively to provide expert real estate and investment advice to clients. For more than 28 years, our experienced leadership with significant inside ownership has delivered compound annual investment returns of approximately 20% for shareholders. With annual revenues of \$4.5 billion and \$98 billion of assets under management, Colliers maximizes the potential of property and real assets to accelerate the success of our clients, our investors and our people.

CBRE

CBRE

Our mission is to realize the potential of our clients, professionals and partners by building the real estate solutions of the future. We are the global leader in commercial real estate services and investments. With services, insights and data that span every dimension of the industry, we create solutions for clients of every size, in every sector and across every geography. From instilling confidence in today's decisions to re-imagining tomorrow's spaces, we thrive in complex and ever-changing environments. With deep market knowledge, superior data and proprietary technology, our multidimensional perspective helps you use real estate to transform your business and find greater success. At CBRE, we take our leadership role in the real estate industry to heart. So we've made responsible practices the foundation of our global operations.

NEWMARK

NEWMARK

Newmark Group, Inc. (Nasdaq: NMRK), together with its subsidiaries ("Newmark"), is a world leader in commercial real estate, seamlessly powering every phase of the property life cycle. Newmark's services and products include real estate brokerage, leasing, capital markets (including investment sales), global corporate services, industrial and logistics services, landlord representation, multifamily, property management, retail services, tenant representation, valuation and advisory services, real estate management technology systems, workplace and occupancy strategy, consulting, project management, and lease administration. Newmark also offers government sponsored enterprise lending, loan servicing, debt and structured finance and loan sales. Newmark enhances these services and products through innovative real estate technology solutions and data analytics designed to enable its clients to increase their efficiency and profits by optimizing their real estate portfolio.

GARDINER & THEOBALD INC.



G&T is an independent construction and property consultancy working across all sectors of the built environment. We focus on minimizing risk and creating opportunities to maximize the value of our clients' developments and property assets. We deliver Project Leadership, Commercial Success, Construction Excellence and Specialist Consultancy working across all sectors of the built environment. Our people are some of the most respected and highly trained in the industry. We ensure that we remain leaders in our field by investing in learning and development for everyone across the firm. G&T is one of the most ethical firms in the built environment. Each year the firm and individuals support charitable causes through our social impact programme giving back to the communities we help to build.

TISHMAN SPEYER



TISHMAN SPEYER

At Tishman Speyer, we are more than just a real estate company. We focus on unlocking human potential through the communities we build in across the globe. Tishman Speyer completed one of China's largest real estate transactions in 2022. At Tishman Speyer, we are building a better tomorrow. For us, real estate is more than buildings. We focus on the intersections that matter most. The intersection of real estate and people, real estate and technology, real estate and your local neighborhood. We deliver what you need to make your life better.

CUSHMAN & WAKEFIELD



CUSHMAN & WAKEFIELD

What began as a small family business in New York more than 100 years ago, is now a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. Our iconic brand and approximately 53,000 people operate across approximately 400 offices in 60 countries. And from Silver Court in Shanghai to the Sears Tower in Chicago to all that comes next, our clients are at the center of all we do. We believe that 'life is what we make it'. That's why we make an impact with everything we do, all around the world. Our purpose inspires us: We make an impact.

ROCKEFELLER GROUP

ROCKEFELLER GROUP

We are passionate about real estate, and committed to outstanding outcomes for our customers, partners and communities. Founded in 1928 in Manhattan, Rockefeller Group traces its roots to Rockefeller Center, a singular and visionary project that continues to inspire our nearly century-long commitment to the development of extraordinary properties and the creation of exceptional experiences. Our team is driven by the idea that quality in the built environment can positively shape lives at home, at work and in our communities. Our mission is to develop, own and operate extraordinary properties, delivering exceptional experiences and financial performance while creating value for our partners, customers and communities.

RELATED COMPANIES

HUDSON YARDS[®]

NEW YORK

RELATED OXFORD

Related Companies is a global real estate and lifestyle company defined by innovation and the most prominent privately-owned real estate firm in the United States. Formed over 45 years ago, Related is the largest private owner of affordable housing and a fully integrated, highly diversified industry leader with experience in virtually every aspect of development, acquisitions, management, finance, marketing, and sales. Headquartered in New York City, Related has offices and major developments in Boston, Chicago, Los Angeles, San Francisco, South Florida, Washington, D.C., Abu Dhabi and London, and boasts a team of approximately 4,000 professionals. Related was recently named to Fast Company Magazine's list of the 50 Most Innovative Companies in the World.

Haworth helps create inspirational spaces. As a leading global furniture maker, we are steeped in workplace expertise that fuels innovative designs for optimal performance. Haworth is a values-driven, family company with an entrepreneurial spirit and a design-forward approach. As a multicultural organization, we embrace the strength that comes from diversity of thought. At Haworth, we believe great spaces empower people to thrive.

MillerKnoll is a collective of dynamic brands that comes together to design the world we live in. Together, we form an unparalleled platform for building a more sustainable, caring, equitable, and beautiful world. Our brands are united by a belief that through design, we can create a better world. Our care shows up in everything we do—from the spaces and products we make to the ways we think and actions we take.



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