

Deutsche Bank

Estate Strategy and Change Management

The Brief

Deutsche Bank is Germany's largest bank and is one of the biggest in the world. Deutsche's London office has become a major investment banking centre. With its headquarters in Frankfurt, the bank also has branches across Europe, Asia and America.

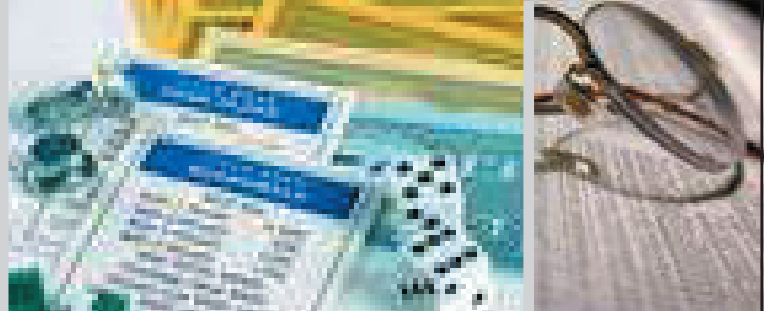
Following the stock market crash in 2000 the Bank embarked on a major reorganisation aimed at fostering collaboration between its businesses as well as improving transparency. Five divisions were restructured into two – the Corporate and Institutional Clients Group and the Asset Management Group.

It was recognised that to support this reorganisation the property portfolio would need to reflect the new operations, cultural changes and to assist with efficiency objectives through new ways of working.

FORWARD

GROUP

- Aviation
- PFI
- Built environment



Services Provided

- Development of an estates strategy
- Change management services
- Workplace performance monitoring
- Design services
- Procurement services
- Project briefing
- Project management

Our Approach

Forward Consulting was appointed to undertake a number of services to facilitate this need:

- To understand current property holdings
- To improve productivity and efficiency of offices
- To develop corporate standards for interior fit-out and planning
- To acknowledge and satisfy geographical cultural differences
- To enable employees to work as creatively, effectively and interactively as their roles require now and in the future
- To overcome resistance to change and foster staff participation
- To maximise potential cost savings by reduction of space and long-term running costs

The Results

- Creation of a report and research document that enabled informed decisions to be made
- A strategy for property reduction that reflected all aspects of a buildings current and future worth thereby maximising savings
- Delivery of more compact planning standards that were universally held to improve communication, team working and productivity
- An attitude to change that moved from resistance, through acceptance, to enthusiasm
- The realisation of a corporate standard that will eventually enable staff to feel at home in any of its offices across the world
- An initial cost saving through the reduction of office space with an ongoing saving generated by a centralised strategy for property management and maintenance