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Marketing and Leasing Tall Buildings – Maximizing Investment Values

营销和租赁大楼——投资价值最大化

Nigel Smith

Abstract

This paper looks at the changes affecting the office sector and new trends moving away from the "wow" of the iconic tower to the "now" of the next generation. These trend have resulted from several key drivers facing occupiers in today's fast-paced business environment.

Keywords: Investment, Value, Marketing, Branding, Destination

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施礼贤先生是世邦魏理仕有限公司亚洲区综合体项目服务部的执行董事。他有着二十多年的从业经验，曾负责制定许多项目驱动的解决方案，帮助开发商实现自己的房地产目标。施礼贤先生已经代理过 1亿多平方英尺的甲级写字楼和综合用途开发项目。 近年来，作为众多摩天大楼（比如台北 101、国际金融中心二期、环球贸易中心和平安国际金融中心）的设计、营销和租赁专家，他受到了广泛认可。

摘要

本篇文章着重研究给写字楼市场带来变化的因素. 以及当前从对标志性建筑的崇拜转向迎合下一代的需求的趋势,这一趋势源于在当今快节奏的商业环境中租住方所面临的某些关键问题。

关键词：投資,價值,市場督銷,品牌,目的地

Introduction

Overall Asia Trends in the Industry

The Generation Gap – In any office, there are typically up to four generations working together, each with different perspectives and needs.

The Need for Balance – Employers and employees are recognising the need to balance their work/life environment as a means to increase productivity.

Space – In Asia, the space we work and live in is getting smaller and so are our daily desires.

Personalized – Property management is becoming more personal in the way tenants interface with the building.

Globalisation – To ensure competitive advantage, some developers, occupiers and investors are forming partnerships whereby all parties share the responsibility.

Inside-out – Creating a lasting impression is crucial but the internal workings of a building are just as important.

The result is that the' now' generation are helping to shape the built environment so that they continue to keep the 'wow' in real estate and ultimately productivity.

引言

亚洲市场的总体趋势

代沟 — 在任何一个写字楼内，一般有多达4代人在一起工作，每代人都有着自己不同的视角与需求。

对于平衡的需求 — 雇主与雇员正在认识到平衡他们的工作/生活环境来提升生产力的需求。

空间 — 在亚洲，我们工作与生活的空间正变得越来越小，我们在日常生活中的欲望也越来越少。

个性化 — 就租户使用建筑的方式而言，物业管理变得越来越个人化。

全球化 — 为了确保竞争优势，一些开发商、租住方与投资者正建立合作关系，由此，各方共同承担责任。

由内而外 — 创造持久的影响很关键，但一个建筑的内部工程同样重要。

结果是，当代人正在帮助形成建筑环境，这样，他们就能继续在房地产，并最终在生产力上保持惊人的成绩。

过去三、四十年间，住户、开发商和投资商对房地产的态度有了显著变化。跨国公司做决定时要借助诸多因素，而不是像过去那样只考虑地段。尽管地段在零售等其

Over the past thirty or forty years, there has been a marked change in the way occupiers, developers and investors view real estate. Multi-National Companies are making decisions based on multiple factors and not just location, as was the case in the past. Whilst the location element may well still be relevant to other real estate sectors, such as retail, office premises and buildings have seen a distinct transformation in the way they are viewed and valued.

There are many reasons for this change in attitude and outlook, which are discussed in this paper.

Location, Location, Employee

Over the past 20 years we have seen a shift in the way developers, occupiers and investors approach office buildings, which has not only affected commitment levels but it has also had a dramatic affect on rental and investment values. The old adage of 'location, location, location' used by many developers to promote their office towers in the 1980's and 1990's has shifted, in the 2010's, towards a focus on the environmental and sustainable features.

From research conducted by CBRE with our global occupier clients, we have been made aware of the 'new focus of the 2010's' towards the employee rather than the employer. Looking back, to entice tenants in the 1970's, developers started to offer suspended ceilings, first as an optional extra and then, as competition grew, as standard. Then in the 1980's, as suspended ceilings were expected by tenants, landlords started to meet the need for raised floors as occupiers increased their requirements for power and computer cabling. This took another turn in the 1990's as tenants started to use more technology to communicate and buildings with fiber optic cabling were the preferred choice.

But it was not until the 2000's that we saw a completely new trend, away from the technology and specification drivers towards a greater interest in the design and flexibility of the buildings they occupying. By now location had dropped two levels and the talk was all about 'Intelligent Buildings' and how they can help improve business efficiency. In fact it was not long before the term 'Intelligent Building' was over used and the reality of 'flexibility' dawned upon the business community that this was the hiatus in real estate.

Interestingly, there has been another twist in the design trend in the 2010's with the focus on the employee. Perhaps it is not surprising that today's developers and occupiers of premium grade office space are looking at new ways to attract the new generation of corporate occupiers looking to enhance the quality of life for the employees, the community and environment (see Figure 1).

And as we draw closer to the middle of this decade, there may well be another turn of this trend with the advent of social responsibility and corporate citizenship. The two biggest winners in this arena are environment and sustainability, further pushing down the location driver to number 5 on the 'Top 10 Drivers of Real Estate Decision Making' or put another way, the appropriate market value.

Globalization

As pressure mounts upon multinational corporations with the increase in global competition, corporate social responsibility and climate change, many occupiers are looking at ways to improve their triple bottom line - economically, socially and environmentally.

Figure 1. Timeline of developer considerations
图1. 开发商的考虑随时间的转变

他房地产领域可能仍是一个相当关键的因素，但人们看待和评价办公场所和写字楼的方式已经有了明显不同。

关于态度和观念的转变，原因有很多，本文将讨论这一问题。

位置，位置，員工

在过去20年里，我们已看到了开发商、租住方与投资者利用写字楼方式的转变，这不仅会影响承租率，也深刻影响着租金与投资价值观。20世纪80年代与90年代的许多开发商用古谚语“位置是最重要的”来提高推广其写字楼，而在21世纪10年代，人们已将重点转向了建筑环境与可持续特征。

根据世邦魏理仕针对全球租住方所做的调查，我们清楚地了解到，“21世纪第二个10年的新焦点”是针对雇员，而非雇主的。回顾过去，在20世纪70年代，开发商们提供了吊顶；20世纪80年代，升降式地板逐渐成为常态；20世纪90年代，光纤电缆的产生使科技成为主题。

但直到21世纪，我们才看到了一个全新的趋势，即不再只依赖技术和规范的推动，而是更加关心人们所居住的建筑的设计和灵活性。现在，地段的重要性已经下降了两个等级，人们谈论的都是有关‘智能建筑’，以及它们如何有助于提高商业效率。事实上，‘智能建筑’一词很快就被使用过度了，灵活性的事实让企业界明白到：这就是房地产的漏洞。

有趣的是，随着员工成为焦点，在21世纪的第二个10年，建筑的设计趋势发生了新的转变。今天，有一点或许已经不足为奇了，那就是高档写字楼的开发商和住户正在寻求新的方式，以吸引新一代的企业住户，这些住户往往期望能提高员工的生活质量，改善社区和环境（图1）。

随着这个10年逐渐接近一半，由于社会责任和企业公民的出现，趋势可能会再次发生转变。在这一方面，最大的两个赢家是环境和可持续发展，这将使地段下降为‘房地产决策中的10大驱动因素’中的第五大因素，换句话说，将赋予地段适当的市场价值 。

全球化

随着跨国公司在全球竞争中的压力越来越大，企业的社会责任的增加和格局的变化，许多住户正在寻找方法来提高他们的三重底线 – 经济，社会和环境。

为了确保竞争优势，承租者与开发商不得不寻找更加创新的途径来降低成本、提高员工满意度、增加灵活性。当租住方开始注意如何才能具备强大的适应性，实现精益生产，并致力于实现他们的企业目标时，所有这些都会给房地产业带来深远的影响。

一个途径为在开发商、租住方与投资者之间建立合作伙伴关系，

To ensure competitive advantage, occupiers and developers alike are forced to look at more innovative ways to reduce costs, enhance employee satisfaction and increase flexibility. All of these are impacting real estate as the occupiers look how to be more adaptable, lean and focused on achieving their corporate objectives.

One way has been to form partnerships between developers, occupiers and investors where they share the burdens and look for more efficient ways to operate. But there is more at stake than just business competitiveness. There are reputations as stake as well. Heron Tower in London is a good example of this and the way they are incorporating this into their marketing, with the following methods:

- Using a "Village" concept
- Incorporating business support services
- Focusing on community
- Building strategic partnerships

But with the advent of now up to four generations occupying one office, there are unforeseen pressures mounting on the way companies look at their interior design and buildings they choose. When each generation has potentially opposing requirements and needs, there are issues for some companies when it comes to their real estate, which are now seen more as efficiency facilitators rather than just a place to work.

This has made the corporates and larger companies rethink what they want and need out of their real estate. Great concern is not only placed on the employee but how to maximize their productivity. Discussions surrounding sick days and fresh air seem more common with employees rather than worrying about the library or boardroom. In fact whatever happened to libraries in offices? Overnight they somehow disappeared with the explosion of the computer age.

There has been a definite shift in the way employees and employers use their offices. And this in itself has caused a shift away from the old version of the Triple Bottom Line, to more of a focus on the 'Balance, Space and Creativity' of the workplace (see Figure 2). But this is not creating big offices, boardrooms or open plan areas of yesteryear. Quite the opposite in fact. With an increase in social networking, the trend is for smaller spaces that are cozy, comfortable, convenient and definitely cool.

Building Relationships

Companies are not just focusing on the employee to help improve their bottom line, however. There has also been a need to align with like minded organizations as a way of highlighting their need to become better corporate citizens.

Today it has become clear that, with the far greater concern for the environment, more and more companies are concerned about reputations and how one can affect another. And this has been brought center stage within the developer/investor community as a 'must have' rather than just a 'nice to have'.

The driver here is known as 'Corporate Social Responsibility' and/or 'Compliance' which looks to ensure corporates adhere to ethical practices across a spectrum of issues, including real estate. Occupiers today are very particular about the background and reputation of their building owners. They conduct background checks much like they do when recruiting new employees to make sure the fit is right for them. It is bespoke tailoring in the real estate world and something that can be leveraged by both sides.

Figure 2. Change of "Triple Bottom Line" (Source: CBRE)
图2. “三重底线”的变化

这样他们共同承担压力，寻找更有效的方式运营。然而,这除了商业竞争之外还附带了更多的风险因素, 包括对公司名誉的影响.伦敦的苍鹭大厦就是一个很好的例子来展示他们如何将这种途径引入到公司的市场营销中的方法如下:

- 采用“群落”概念
- 融入由商业支持的服务项目
- 关注社区
- 建立策略化合作关系

但现在，随着多达四代租户共同租住一栋写字楼的现象出现，企业看待他们自己的内部设计和所选择的写字楼的方式，正面临着一些不可预见的压力。当每一代住户都可能有相反的需求时，那些把写字楼看作提高效率的一种方式，而不仅仅是工作场所的企业，就会遇到一些问题。

这促使企业和大公司开始重新思考他们究竟想要从房产中获得什么。他们最为关心的不仅仅是员工，还有如何最大限度地提高生产力。对于别人病假和新鲜空气的讨论看上去要比对图书馆或会议室的担心要常见的多.事实上,写字楼中的图书馆究竟怎么了?随着计算机时代的信息大爆炸,图书馆已经在一夜之间莫名其妙地消逝了.

员工和雇主使用写字楼的方式确实已经发生了变化。这也使得房地产的运作从原来的关注三重底线，转向更为注重工作场所的‘平衡性、空间感和创造力’(图2)。但这并不是要建造过去那种大的办公室、会议室或开放式的大厅。恰恰相反。随着社交的日益增多，建筑的趋势是建造更小一点的空间，这些空间要温馨、舒适、便捷，而且一定要酷。

树立良好声誉

企业不能只依靠员工来提高利润。他们还需要与具有类似理念的机构合作，来凸显他们想要成为更好的企业公民的需求。今天，人们对环境的极大关注已经不言而喻，越来越多的企业也开始关心自己的声誉，以及如何影响别人。在开发商/投资商中，这已成为竞争的核心要素，已成为‘必要条件’，而不只是一个‘锦上添花’的事情。

这里的驱动因素被称作‘企业社会责任’和/或‘承诺’，旨在确保企业在解决包括房地产在内的一系列问题时能够坚守道德底线。今天，住户尤其关心业主的背景和声誉。他们会对业主的背景进行调查，就像自己在招聘新员工一样，以确保完全适合自己。这就是地产界的定制服务，住户和业主都可以充分利用。

承租者想要业主能够尊重他们的价值观，长期履行最初所做的承诺，保证其秉持的质量和信誉。而开发商和投资商，可以借助企业承租者的“声望、背景”，吸引来更多的优质承租者，这些优质承租者通常喜欢聚集在一起。但是，没有什么比良好的口碑更能强调建筑物和业主是值得信任的了.信任是建立信心的最快方式，不要惊讶，很快承租率、租金水平和投资价值都会上升。

Occupiers want to know that their landlord will uphold their values, ensure long term deliverability of the promises made when initially committing and keep the quality and reputation upheld. For the developers and investors they can leverage the 'pedigree' of a corporate occupier and use this to attract other quality names, who generally like to cluster together. But nothing beats the power of word of mouth positivity that this building and owner is trustworthy. Nothing builds confidence faster than trust - and not surprisingly soon thereafter, commitment rates, rental levels and investment values.

Trust

The art of building trust is to balance the higher specifications with the financially viability. This is where the elements of the building can be designed to meet the needs of the occupiers from the 'inside-out', whilst still maintaining external beauty. Starting the process early at the design stage helps to 'balance' the 'wants and needs' of the occupiers with the local market conditions.

And this includes financial considerations too. But there are innovative ways to achieve what will attract the best while still making the 'numbers work in your favour'. For example; ceiling heights. Anything above 2.8 meters clear ceiling height is a financial and environmental waste (for floors between 2,500 and 3,500 sm). Similarly with column placement, bay depths and mullion distances. All of these features create a natural balance and far reaching benefits if designed to the occupiers needs.

If you have researched your target audience early on in the development programme, the developer who makes a statement by adopting these practices will also build an image which in turn attracts other like minded occupiers who have a desire to be responsible and build long term strategic partnerships.

If impressions are lasting, then working with a corporation early on in the development design stages will help with both managing the finances as well as enhancing your image and reputation.

The New Mantra

Delivering the right image from the beginning is critical. First and foremost, there is the need to create a lasting impression. Office buildings are not just big boxes anymore. They can be dynamic, beautiful and interesting works of art in their own right. With the constant demand for better and bigger - office towers are becoming iconic symbols of a city, destination hubs and a focal point for the arts and community. This we have previously called the 'Wow factor'.

But today for the employees, companies and C-Suite (CEO, CFO, COO, etc.) The new mantra is the 'Now Factor'.

Employees today want a better quality workplace and often choose a company by its office premises or building image. They want landscaped gardens, impressive lobbies, fast direct lifts and mobile connectivity everywhere. Anything that will enhance their immediate enjoyment and comfort levels, both in and around the workspace.

Likewise companies today have a passion for unlimited power supply, filtered air-conditioning and high speed telecommunications. For the C-Suite they want secure and safe buildings with risk management systems that allow them to monitor and control.

信賴

建立信任是为了在高标准和财务可行性之间取得平衡。建筑各个方面的设计既要‘从里到外’都能满足承租者的要求，又要能保持外部美观。从设计初期就开始建立信任，有助于‘平衡好’承租者‘需求’和当地的市场状况。

这也包括财务方面的考虑。但也有一些新的方式，既能实现最好的设计又能保证财务的可行和可控性。例如，层高。任何净层高高于2.8米以上的（对于面积在2500-3500平米之间的楼层而言），无论从财务上，还是环境上，都是一种浪费。同样，对柱间距，建筑进深，及竖挺间距的设置也是如此。如果能够按承租者的需求来设计，所有这些功能都将创造一个自然的平衡状态，能带来深远的益处。

如果开发商在开发计划的初期就研究了目标受众，他们采取这些做法并就此做出声明，则会树立起自己的形象，吸引来志同道合、愿意负责并渴望能够建立长期战略合作伙伴关系的承租者。

如果建立了持久的印象，然后就应该在开发设计阶段的初期就与某个企业合作，这将有助于进行财务管理和提高您的形象和声誉。

新的口頭禪

关键是从一开始起就要树立出正确的形象。首先需要打造一个持久的印象。写字楼现在不再只是个大盒子了，它们自身可能成为充满活力、美丽而有趣的艺术作品。由于人们不断要求建造出更大、更好的大楼，写字楼正成为城市的标志性符号、目的地枢纽以及艺术和社会的焦点。也就是我们以前所说的‘让人惊叹的因素’。

但是，今天，对于员工、企业和高级管理人员（首席行政官、首席财务官、首席运营官等）来说，新的口头禅是写字楼是一个‘即刻有效的因素’。 今天的员工都想要有更好的工作场所，他们常常通过办公场所或大楼形象来选择一家公司。他们想要有景观花园、令人印象深刻的大厅、快捷的直梯和无处不在的移动网络。还有所有一切能立即提高他们的享受和舒适度的东西，无论是在大楼内还是在工作场所附近 。

同样，今天的企业也热衷于拥有无限的电力供应、空调设施和高速电信设备。高级管理人员则想要写字楼很安全，有风险管理系统，使他们能够进行监控。

綠色環保

只有‘追求绿色环保’，企业才能真正实现卓越。企业内部达到LEED的标准或其他等同的标准，与整个建筑的认证承诺同等重要。还有一个例子说明，双方可以如何合作，从媒体的曝光和建筑的形象上受益。这包括物业管理，以及驻场团队应如何进行管理和监控，最大限度地提高建筑效率。但是，节约的金额必须是透明、共享的，开发商和投资商往往高声喊叫着他们在做什么，却不让承租者参与。

例如，承租者连接到建筑的主网络后，数字直接控制管理系统应该允许租户分析和改变其供应链，使他们能够独立管理和负责自己的开销。这是租户实现可持续发展，达成环保目标的唯一途径。而且这也能实现双赢。如果开发商、承租者和投资商够聪明的话，使用这些功能是能带来溢价的，因为其益处显而易见。

这就是绿色租赁能够使合作伙伴关系受益的地方。对商业条款采取公开、灵活的方式，是对双方发出的一个强烈讯息。例如，承诺长期租赁、绿色租赁和费用透明。所有这些都有助于实现目标，使承租者和投资商的收益最大化。更富创造性意味着更具竞

Go Green

This is the latter area where the 'green purists' can really excel. Achieving a LEED or equivalent standard for a corporates' interior is just as important to them as the overall buildings' certification commitment. And this is yet another example of how both parties can partner together and benefit from the media exposure and image. This includes the property management as well as how the on-site team manage and monitor to maximise building efficiency. But savings need to be transparent and shared and all too often developers and investors shout about what they are doing, but without letting the occupiers participate.

For example, by linking into the cyber-backbone of the building itself the direct digitally-controlled management systems should allow tenants to analyse and change their supply chains so as to independently manage and be responsible for their own expenses. This is the only way they can achieve their sustainability and environmental targets. But this can still be a win:win. If developers, occupiers and investors are smart there is a premium to use these features as long as the benefits are visible.

This is where green leases can work to the benefit of the partnership. Adopting an open and flexible approach towards the commercial terms is a strong message for both parties. For example, committing longer term leases, green leases and transparency of fees. all help to achieve the goals and maximize the benefits of both the occupier and investor. Being creative means being more competitive and this is becoming increasingly important in the globalized world that we live in.

Research from CBRE is already showing that Certified buildings in the USA are achieving higher rents, occupancy, employee satisfaction and most importantly, productivity (see Figures 3 and 4).

Marketing a Difference

However, there is still a problem looming, which needs to be addressed. As Asian markets evolve and grow exponentially, naturally the need for office buildings escalates. More white collar workers are needed and more North American and European corporations are looking to Asia to take advantage of the growing government and consumer demands.

With the recent influx of better designed, specified and certified buildings completing, there is a need for developers and investors to look at differentiating themselves from the competition. More importantly, occupiers are finding it more and more difficult to compare and contrast the plethora of features.

It is perhaps much the same experience the commercial banking sector faced over a decade ago as their sector began the evolution of globalization. It is a case study of how to transform an industry from patrons to customers, boardrooms to open plan and an ATM to airport advertising.

Real estate will be the same, with advertising taking the lead, not just marketing. Gone are the days of 'build and they will come'. Corporate occupiers are now sophisticated, smart and connected and they can tell the difference. In today's marketing world, developers can no longer hide behind location, facilities or cost. There has to be more and this has to be 'shouted from the roof tops'.

And remember, it is a language that the corporates understand because they are the same industries who have been leveraging the

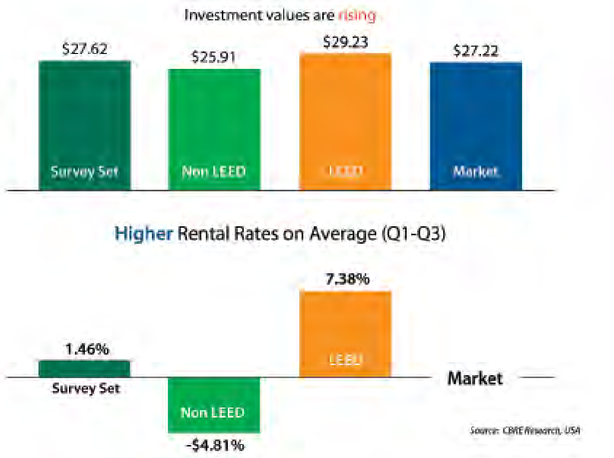

Figure 3. Comparison of LEED vs. Non-LEED market rates. (Source: CBRE)
图3. LEED标准与非LEED标准的市场汇价比较

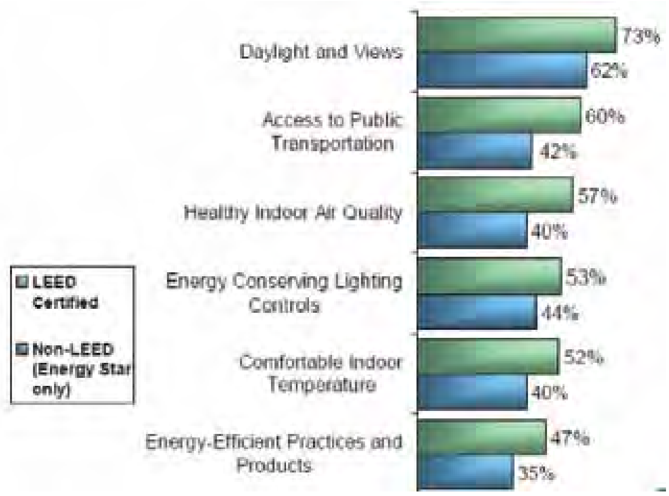

Figure 4. Metrics of LEED vs. Non-LEED buildings offering desired amenities. (Source: CBRE)
图4. LEED标准与非LEED标准所提供的环境舒适度需求指数

争力，这在当今全球化的世界，日益变得重要。

世邦魏理仕的研究显示，在美国，获得认证的建筑物往往获得更高的租金回报，居住率和员工满意度．更重要的是，生产力程度也相对较高（图3，4）。

差异化营销

但是仍然有一个迫在眉睫的问题需要解决。随着亚洲市场的发展和成倍式增长，对写字楼的需求自然也在飙升。需要更多的白领，而且越来越多的美国和欧洲的企业开始转向亚洲，来满足这里日益增长的政府和消费者需求。

随着近来设计良好、经过认证的建筑的完工和涌入，开发商和投资商要考虑怎样在竞争中独树一帜。更为重要的是，承租者发现，要对建筑的诸多功能进行对比和比较越来越难 。

这或许与商业银行十多年前开始全球化时所面临的情况很像。那是一个有关行业转型的案例，即如何从赞助方转向客户，如何把证券经纪从独立的房间转到开放的大厅，如何从自动柜员机（ATM）转向机场广告。

房地产业也一样，广告正在占据主导，而不仅仅是种营销。那些'建造好，顾客就会来'的日子已经过去了。企业承租者现在都非常老练、聪明，而且他们相互之间有很好的联系和沟通，能

power of advertising for years and they know how effective it can be when building trust.

This is not a time to be shy, either in terms of what you say or how much it cost to deliver the message. As much as we want to avoid the cost of advertising, in terms of the overall cost it is minimal, and quite possibly less than the saving made on a 2.8 m ceiling height.

The New Era of Advertising

Unfortunately to date, advertising has seen the most resistance from developers. Many see the need to justify the higher quality but few recognize the opportunity to 'talk to the occupiers' in their language, out on the battlefield. The old saying that 'you need to spend money to make money' has never been so important than in the 2010's when marketing office buildings. In a positive light we believe that this is all part of the process and the natural progression of the real estate industry. The transformation has already happened in other sectors and we do not see why it will not happen in commercial real estate.

This is even more important when you consider who is occupying tall or large office buildings. Interestingly, it is those same banks, professional services and international corporations who are dominating the skyline with logos, banners and screens. CBRE's research shows that 65% of occupants in such buildings are from these sectors (see Figure 5 and Table 1). And with an image to keep up, they need the best premises to look good.

够区别各个大楼的不同。在今天的营销界，开发商不能再依赖地段、设施或成本了。必须有更多新的营销手段，而且要让人们‘广为知晓’。

而且应记住，这是企业也理解的语言，因为多年来他们也同样在利用广告的力量，他们知道在建立信任时，广告是多么有效。

现在不是对你所说的，或对发布信息要花费的成本感到害羞的时候。我们希望尽可能避免广告成本，但就总体成本而言，广告成本是最小的，很可能比你从2.8米层高上节省下来的钱还少。

廣告的新時代

但不幸的是，到目前为止，开发商对广告的抵制最多。许多人知道需要证明他们的建筑质量更好，但很少有人能认识到用他们的语言‘讲给客户’的机会。在21世纪的第二个10年，当我们营销写字楼时，那句古老的谚语‘要赚钱，需要先花钱’从未显得如此重要。用积极的眼光看，我们相信，所有这一切都是房地产业发展和自然演化进程的一部分。转型已经在其他行业发生了，没有理由不在商业地产领域发生。

当你在想是谁在占据着那些高大的写字楼时，这一点就更为重要了。有趣的是，同样是那些银行、专业服务机构和跨国公司，用他们的标志、横幅和屏幕主导着城市的天际线。CBRE的研究表明，这类建筑中65%的承租者是来自于上述部门（图5，表1）。由于要保持形象，他们需要最佳的办公场所使自己看起来确实不错。

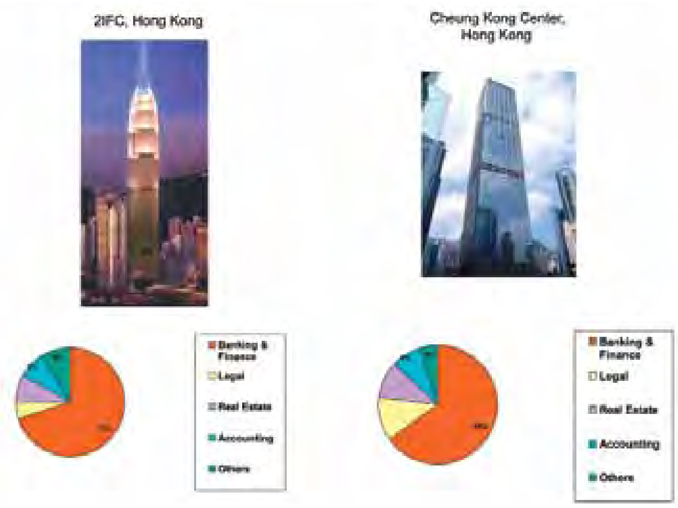

Figure 5. Building occupants of 2IFC and Cheung Kong Center in Hong Kong. (Source: CBRE)
图5. 香港国际金融中心二期和长江集团中心建筑租赁分布（出自：CBRE）

Occupant 使用者行业	Percentage 百分比	
Financial Institutions 金融机构	40-50%	65-100%
Professional Service Providers 专业服务提供者	15-25%	
Other International Coprorations 其他国际组织	10-25%	
Insurance 保险业	10-20%	
Real Estate Developers 房地产开发商	5-10%	
Government 政府	5-10%	
Mining/Energy 采矿业/能源	5-10%	
Other 其他	10-15%	

Table 1. Distribution of tall building occupants by industry (Source: CBRE)
表1. 高层建筑使用者的行业分布