

WORKX

FROM OPERATIONS TO STRATEGY:

The Rising Strategic Role of Facilities Management



**+ Exclusive insight
from WorkX Speakers:**



Dan Ramirez
VP of Real Estate,
Facilities & Employee
Services
GlobalLogic



Larry Charlip
Former VP, Global Head
of Facilities
Warner Music Group

INTRODUCTION

The New Era of Facilities Leadership

Facilities leaders today are navigating a complex terrain, one where office portfolios must align with hybrid behaviors, real estate must prove ROI, and sustainability is no longer optional. But amid these challenges, a new breed of facilities executive is stepping up: one that speaks the language of strategy, culture, and business value.

At the **WorkX conference** that took place in February 2025, two leaders — **Dan Ramirez**, VP of Real Estate, Facilities & Employee Services at GlobalLogic, and **Larry Charlip**, Former VP and Global Head of Facilities at Warner Music Group offered a blueprint for this evolution.

Their experiences shed light on how facilities can drive not just operational success, but organizational transformation.



Data-Driven Strategy: Turning Uncertainty into Action

How Data is Powering Strategic Facilities Decisions?

The traditional metrics of real estate planning, such as cost per square foot, and occupancy rate, are no longer enough. Today's workplace is dynamic, decentralized, and data-rich. For companies like GlobalLogic and Warner Music Group, data analytics has become an indispensable tool in redefining the function of facilities.

"Pre-COVID, everyone had a set office schedule. Now we're dealing with uncertainty—no global return-to-work directive, and every region making decisions independently,"

– **Dan Ramirez**, VP of Real Estate, Facilities & Employee Services GlobalLogic

"With that level of uncertainty, using data to analyze how our spaces are used is the only way to decide how to move forward."

Ramirez shared that his team is leveraging workplace analytics platforms to track real-time occupancy and usage trends which is key to rightsizing office footprints while preserving experience quality. Their use of region-specific data has allowed for strategic consolidation in underutilized areas and reinvestment in high-traffic hubs.

At Warner Music Group, **Larry Charlip** described a similar transformation, where data has moved the workplace function "from the shadows to the front of the house."

“People used to think facilities was about desks and lights. Now it’s about experience, culture, and flexibility,” said Charlip. “We need to support both traditionalists who value private offices and creatives who thrive in dynamic spaces.”

– Larry Charlip, Former VP and Global Head of Facilities at Warner Music Group

He emphasized that centralizing data and workplace decisions across Warner’s 30+ global offices, each tied to its own subculture, has helped introduce consistent quality while allowing for local expression.



Sustainability as a Strategic Imperative

Making Sustainability a Core Metric in Facilities Strategy

Both leaders underscored that sustainability isn't just a box to check, it's a guiding principle embedded into real estate decisions from the start.

"We won't consider a new building unless it has sustainability credentials—LEED certification or a landlord that shares our values," explained Ramirez. "That's the foundation. From there, it extends into our design materials, day-to-day practices, and even our exit strategy when decommissioning space."

– **Dan Ramirez**, VP of Real Estate, Facilities & Employee Services
GlobalLogic

GlobalLogic's approach includes **e-waste programs, community donation initiatives, and partnerships** with reforestation and carbon offset organizations. They're also developing a centralized platform to **track energy and water usage**, calculate carbon impact, and drive future reductions.

Warner Music Group is on a similar path, aligning its facilities goals with the **Environmental, Social, and Governance (ESG)** priorities of its artists and executives.



“Sustainability matters to our stakeholders—internally and externally,” said Charlip. “We work with partners like Green Standards to ensure furniture and equipment aren’t just discarded—they’re donated or recycled responsibly.”

– **Larry Charlip**, *Former VP and Global Head of Facilities at Warner Music Group*

His team is also rolling out **build and operate standards** for new spaces, setting consistent sustainability benchmarks across the entire real estate lifecycle, from lease negotiation to operations.

Experience Design: Supporting Creativity and Collaboration

The modern office isn’t just a place to work; it’s a place to engage. Both Ramirez and Charlip see workplace experience as a central pillar of their strategy, especially given the creative nature of their workforces.

“Our employees do product design, engineering, creative work. They need spaces that enable flow,” said Ramirez. “We design for all kinds of work modes—natural light, gaming spaces, quiet areas, collaborative lounges. It’s all intentional.”



GlobalLogic aligns these design principles with its employee value proposition, often soliciting feedback during space planning phases. According to Ramirez, six new offices were built in the last year alone, with each incorporating department-level input and design flexibility.

At Warner Music Group, creating an engaging experience across disparate brands and teams is a daily challenge.

“It’s not just departments, it’s labels with completely different cultures under the same roof. Our job is to create an environment that celebrates those differences but delivers a consistent experience.”

– **Larry Charlip**, Former VP and Global Head of Facilities at Warner Music Group

His approach involves **amenities that scale**, shared lounges, adjustable desks, local food partnerships, so that employees in smaller offices still receive the same hospitality experience as those in flagship locations.



Technology Integration: From Manual Inputs to Predictive Insight

Making Sustainability a Core Metric in Facilities Strategy

Technology continues to reshape the facilities function, helping teams move from reactive to proactive management. Both leaders are betting big on platforms that allow for real-time monitoring and predictive analytics.

Ramirez's team is digitizing energy and water monitoring processes across GlobalLogic's international offices, replacing manual tracking with a centralized dashboard.

"This technology allows us to measure our greenhouse gas emissions tied to office utilities, and gives us a baseline for setting reduction goals, it's a huge leap forward from spreadsheets."

– **Dan Ramirez**, VP of Real Estate, Facilities & Employee Services
GlobalLogic

Meanwhile, Charlip is leveraging **AI tools in lease contract review**, cutting legal review timelines by days or even weeks.



“It’s not just about automation —it’s about decision speed,” he explained. “If I can have a tool flag the key risks in a lease within hours, that’s time I can spend on strategy.”

– **Larry Charlip**, Former VP and Global Head of Facilities at Warner Music Group

He also sees a future where AI enables predictive maintenance: “If lights are rated for 20,000 hours and we know they’re at 15,000, we can replace them proactively. Same for HVAC, same for sensors. That’s where we’re heading.”

“You can’t manage what you don’t measure, but once you measure it, you better be prepared to act.”

– Dan Ramirez

Conclusion: From Functional to Foundational

As facilities leaders take on a more strategic role, the expectations have evolved. They are now expected to deliver on sustainability, support hybrid and creative workstyles, and use data and technology to continually improve space performance.

Both Dan Ramirez and Larry Charlip exemplify what’s next for this function: a blend of *operational rigor and people-first thinking*. They’re not just managing spaces—they’re shaping environments that reflect organizational values and drive employee engagement.

See Strategy in Action at WorkX

August 13 - 15, 2025 | Boston, MA

As the workplace continues to evolve, **WorkX** remains the go-to destination for facilities, workplace, and corporate real estate leaders shaping the future of work. From **sustainability** to **space optimization**, **AI**, and the **employee experience**, the conversations at WorkX are real, relevant, and rooted in the strategic evolution of our industry.

This August, join the growing community of FM and CRE trailblazers who are shifting from operations to strategy, and building environments that support business, people, and planet.

Previous WorkX speakers like Larry Charlip and Dan Ramirez underscore the event's value:

*"At smaller, mid-sized conferences like this, I actually find myself engaging with more people. At the larger, overwhelming events, I tend to stick to familiar faces and vendors I already know. Here, I'm genuinely excited to meet new people and explore fresh perspectives. What I also love is how much technology is being showcased – it's clear we're moving beyond just furniture or flooring vendors." – **Larry Charlip**, Former VP & Global Head of Facilities, Warner Music Group*

*"The best part is meeting others in the industry face-to-face and sharing real challenges and solutions." – **Dan Ramirez**, VP of Real Estate, Facilities & Employee Services, GlobalLogic*



Continue the Conversation...

Featured Sessions at WorkX:

- **Keynote Panel:** Reworking the Office into a Dynamic Hub for High Value Interactions
- **Interactive Discussion Group:** Taking Steps Towards Meaningful and Manageable Sustainability
- **Customizable Track:** Real Estate Optimization - Correcting for Surplus Space – Solutions for Repurposing
- **Panel Discussion:** Optimizing Space to Manage Investments and Better Serve the Business

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Sources: This article draws from original interviews with February 2025 WorkX speakers Dan Ramirez and Larry Charlip

