

# AI & the future of work

What artificial intelligence means for talent, office demand, and the value of connected places.



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# Intelligence is arriving in discontinuous leaps.

The path to AGI is not a smooth curve. Each level is a step-change in what machines can do — and what humans no longer have to.

2011 · LEVEL 1

## V0 chatbots

Scripted answers. Pattern-matching at the surface.

2022 · LEVEL 2

## Chatbots

Fluent language. Generative output reaches the mainstream.

2025 · LEVEL 3 · NOW

## Reasoning agents

Multi-step planning. Tool use. Output that holds up to scrutiny.

2026 · LEVEL 4

## Innovators

Original synthesis. AI proposes, not just responds.

BEYOND · LEVEL N

## AGI autonomy

Self-directed systems operating across domains.

# Underpinned by four leaps in data.

This is the work we do at VTS — and the same lift is now arriving across every industry. CRE included.

## 01 · SPEED

### The manual collection era ends

Data that took weeks to assemble now arrives continuously. The lag between event and insight collapses.

## 02 · CONSOLIDATION

### Disparate sources, unified shape

Lease data, market data, building data — refined into a single interface a model can reason over.

## 03 · NORMALIZATION

### Consolidated becomes contextual

Unified data gains meaning. A "Class A office in Toronto" is the same thing across every record, every model.

## 04+ · AMPLIFICATION

### Data that acts, not just informs

The model doesn't just describe — it understands intent, simulates outcomes, and proposes next moves.

CRE has been waiting at step 1. The platforms that close steps 2–4 will own the decision layer of the industry.

# Mobility went through the same transition — in fifteen years.

You see it most clearly in cars — fifteen years from individuals on a dashboard, to platforms reshaping a market, to sensors optimizing fleets in real time.



## STAGE 1 · 2008

### Individuals self-optimize

Drivers gain GPS on the dashboard. Decisions are personal, the system is unchanged.



## STAGE 2 · 2015

### Platforms reshape the market

Uber and Lyft turn data and matching into a new layer of the industry. Incumbents react.



## STAGE 3 · 2023

### Technology optimizes the system

Sensors, telematics, and AI optimize at fleet, vehicle, and route level — simultaneously.

CRE is at stage one. The question for owners is whether to move like the GPS users — or like the platform that replaced them.

# Every industry is moving forward with AI

A three-industry read on where AI has already landed — and the throughline that matters for real estate.

## TECHNOLOGY

### Smaller teams, faster shipping.

- AI-augmented product orgs ship faster
- PRDs, design, decision-making AI-partnered
- First-mover advantage compounding fast

## FURTHEST AHEAD

## FINANCIAL SERVICES

### Analyst leverage, multiplied.

- Senior analysts shift from execution to judgement, with less blind spots
- Compliance, reporting, risk review accelerating
- Relationship work remains fully human

## ACCELERATING

## COMMERCIAL REAL ESTATE

### Workflows automate, relationships stay.

- Lease abstraction, portfolio analytics, deal workflow
- Asset- and portfolio-level decision support
- Tenant, broker, investor relationships stay central

## MY WORK AT VTS

The industries that move first set the benchmark. CRE is not lagging — but the window to lead is narrowing.

MCKINSEY GLOBAL INSTITUTE · 2024

25 — 40 %

faster task completion for  
AI-augmented workers

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People who use AI are dramatically more valuable than  
people who don't. The gap is widening, not narrowing.

### 01 · TALENT LEVERAGE MULTIPLIES

AI raises the ceiling on what each person can deliver: junior analysts move faster, and seniors tackle larger mandates. Firms that build AI-fluent talent gain an asymmetric edge.

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### 02 · THE GAP IS STRUCTURAL

Adopters and non-adopters are diverging on productivity. Early leads compound into structural advantages — and a growing talent-cost penalty for the laggards.

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### 03 · HIRING LOGIC CHANGES

Judgment, creativity, and relationships become premium. Raw information processing is commoditized. Winning firms hire for how employees integrate AI, not how fast they execute manual tasks.

# AI displaces repetitive, location-independent work not prime office tenants

## DISPLACEMENT RISK · HIGH

Location-independent

### Contact centers & tier-1 support

High-volume, rule-based, deliverable remotely.

### Back-office processing

Data entry, document handling, routine compliance.

### Transactional reporting

Templated outputs with low interpretive complexity.

### Basic QA & review

Pattern-matching, faster and cheaper via AI.

## PRIME TENANTS · INSULATED

Augmented, not replaced

### Professional services & finance

Strategy, advice, and judgment — AI augments, not replaces.

### Technology & product firms

Net beneficiaries: building faster, scaling leaner, occupying better.

### Creative & design industries

Originality and taste stay human; AI handles production.

### Legal, accounting, consulting

Analytical leverage grows; senior talent becomes more productive.

The displaced work was already leaving prime CBDs. AI accelerates that exit — it does not create new risk for quality office.

# How my team actually uses AI — today.

Not a search engine. A thinking partner and a development partner. Four uses, every day, across the product organization at VTS.

01

## Product requirements

AI spars with us on PRDs — pressure-testing assumptions, surfacing edge cases, asking the questions a skeptical stakeholder would, before a single engineer sees the doc.

02

## Engineering progressions

It stress-tests technical sequences, flags dependency risk, and challenges the order of operations the way a senior architect would.

03

## Decision architecture

When we hit a fork, AI maps the option tree and surfaces second-order consequences — clarifying what's actually being decided and what's being traded away.

04

## Engineering design

AI contributes to system design. It doesn't replace engineering judgment — it widens the design surface we can explore in a day.

More options, faster, at higher quality. The team isn't smaller — it's more empowered.

FASTER SEED-TO-SEAT TIME

37mo → 24mo

AI-native businesses reach \$5M annual recurring revenue in 35% less time, scaling business to be lease-ready.

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Seed-to-Series-A timelines are compressing year over year.  
More companies form, and they reach lease-ready size sooner.

**01 · FORMATION**

**More companies, lower barriers**

AI replaces some early hires in ops, legal, finance, and marketing. More venture-backable companies enter the market.

**02 · SCALING**

**Faster to lease-ready size**

Companies hit the inflection point for dedicated office sooner. Space per employee also rises as culture becomes a retention pool.

**03 · LEASING**

**Quality over quantity**

Capital-efficient companies optimize for talent attraction, not cost minimization. Amenity-rich, design-forward buildings win this cohort at premium rents.

# When AI handles solo work, people come to the office to be with people.

## SOLO WORK · AI HANDLES THIS

Happens anywhere. Async by default.

- Research and analysis
- First-draft writing and documents
- Data synthesis and reporting
- Scheduling and task management
- Templated communications

## IN-PERSON · WHY THE OFFICE EXISTS

Proximity is the product.

### **Strategy & complex decisions**

Ambiguity needs human judgment and real-time dialogue.

### **Trust & relationships**

Face-to-face still dominates in high-stakes exchanges.

### **Creative collaboration**

Proximity accelerates idea collision and iteration.

### **Culture & cohesion**

Belonging cannot be replicated asynchronously.

The bar for the physical environment rises. Buildings now have to justify the commute — and the ones that do win the next cycle.