

SPACE

CASE STUDIES
SPACE: CONSULT



“A Large Software Company”

SALES AND CONSULTING OFFICE

NORTH AMERICA



PROGRAM

Client presentation and sales centers were developed to provide effective support for the national network of sales teams who were charged with increasing customer activity. Overall project goals were to: optimize facilities for customer-focused activities, increase customer face-time, maintain overall leased space, maintain facility expenses, and improve the quality of work life.

BENEFITS & GAINS

- 30% reduction in real estate and operating expenses
- Dramatically improved customer facilities to demonstrate products and services
- Responsive to market and customer conditions with minimal expense
- Architectural elements used to guide movement from open interactive areas to more formal meeting spaces

Amazon.com

HEADQUARTERS
SEATTLE, WASHINGTON



PROGRAM

SPACE provided interior design solutions for Amazon.com's new corporate headquarters. Rapid and unpredictable growth made traditional programming impossible. Instead, SPACE created flexible solutions to respond directly to the organization's significant business drivers while maintaining the architectural character of a historic landmark building.

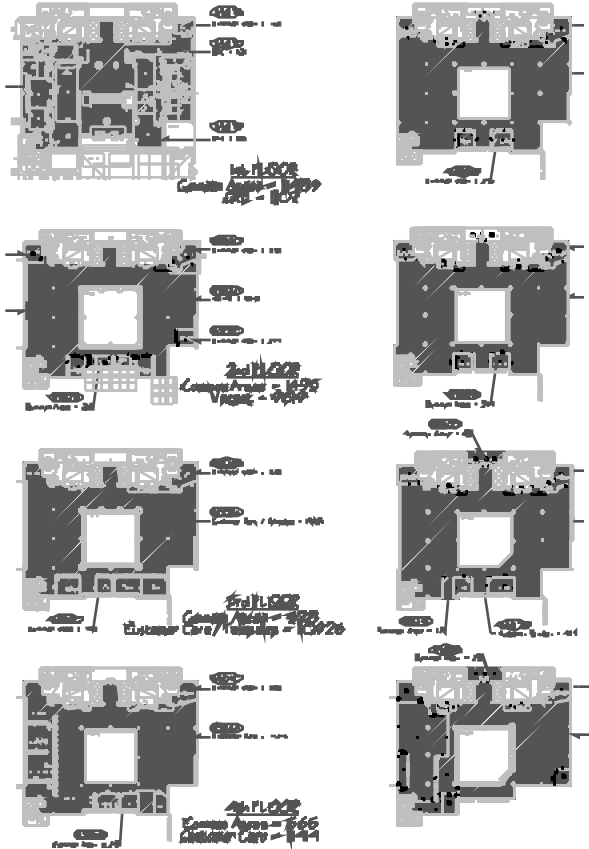
Amazon.com's culture values of thrift and the use of found objects is reflected through the use of basic, naturally finished materials and in recycled and refurbished products.

BENEFITS & GAINS

- Clearly defined work zones facilitating staff interaction
- Wall surfaces integrated as interactive work area
- Restoration of original lobby spaces celebrating a historically significant architectural landmark
- Full service cafeteria, TV lounge, espresso bar, and locker rooms sustain an isolated campus with an urban flair

AT&T

PROPERTY STRATEGY
LONDON, UNITED KINGDOM



PROGRAM

AT&T called upon SPACE to analyze the cost, condition and use of several properties in AT&T's UK portfolio. Included in the work was the development of a near-term strategy to optimize space utilization and enable AT&T to relinquish some of their most expensive leases. A comprehensive long term strategy was developed to consolidate all London executive operations into a single headquarters complex and migrate call center operations to a new, lower cost location outside of London. This strategy is projected to save AT&T 15% in real estate costs

BENEFITS & GAINS

- Reduced real estate costs
- Long term savings into millions of dollars through relocation
- Optimization of space in specific buildings through re-planning

Avaya Communication

CORPORATE HEADQUARTERS

BASKING RIDGE, NEW JERSEY



PROGRAM

SPACE engaged with Avaya senior leaders to understand the transformation of a hardware manufacturing group into a communications development company, the changes required for internal work process, and the corresponding facility needs. Avaya, a spin off of Lucent Technologies, wanted their new headquarters to be cost effective, innovative, and signal the culture of the new company.

The solution was the renovation of a 20 year old, 350,000 SF speculative office building, which by increasing efficiencies allowed leased spaces to be eliminated.

BENEFITS & GAINS

- Achieved an overall planning metric of 200 SF/person for executive and administrative headquarter operations
- Completed total project, including phased renovation of occupied space in 24 months
- Expressed the culture and direction of Avaya as a communication industry leader in the design of the new headquarter

Bank of America

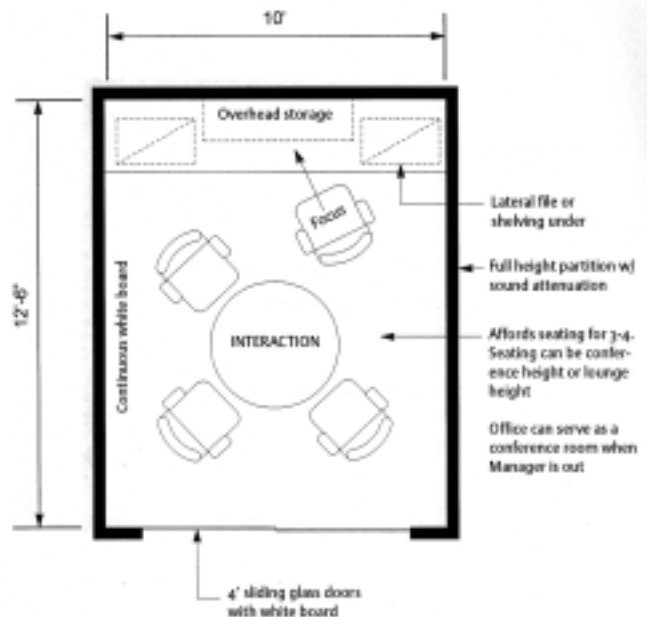
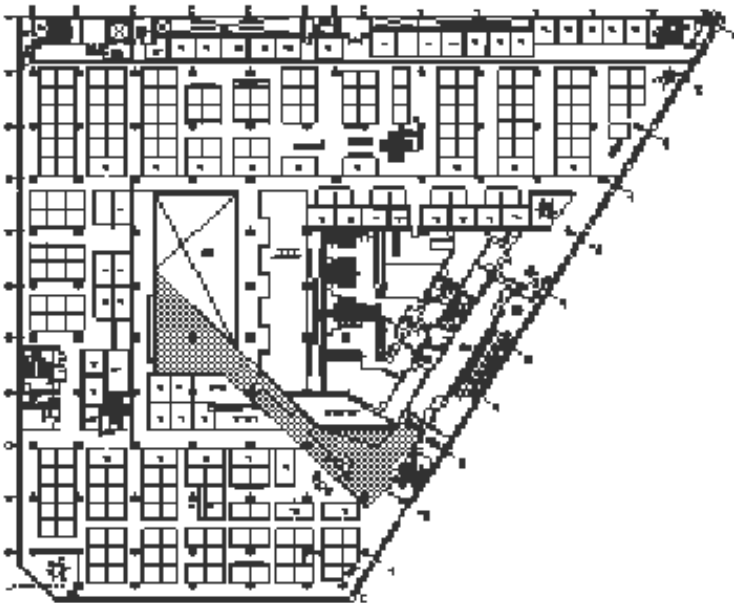
ADMINISTRATIVE AND PROFESSIONAL CENTER
SAN FRANCISCO, CALIFORNIA

PROGRAM

An overall workplace strategy was developed for the Bank of America's main administrative and professional center. Goals were to improve space utilization and reduce occupancy costs. A range of building strategies were developed and evaluated for minimum to maximum redesign, relocation to other leased spaces and new construction.

BENEFITS & GAINS

- Determined a strategic building value for Bank of America's portfolio
- Increased group productivity and user performance by connecting key working adjacencies
- Improved image to support Bank of America's goal of being the "best place to work"
- Space utilization maximized improving occupancy costs and saving up to 20% resulting in opportunities to sublease and/or relocate
- Overall facility aesthetics improved by a defined renovation program

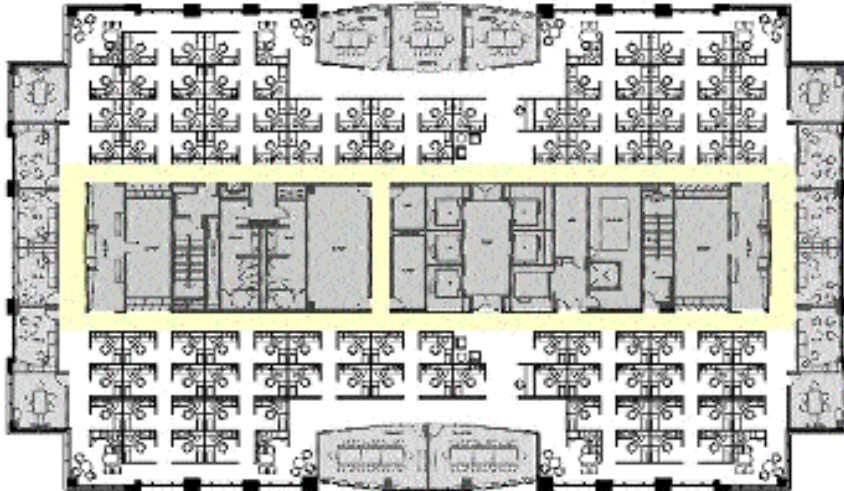


Bank of America

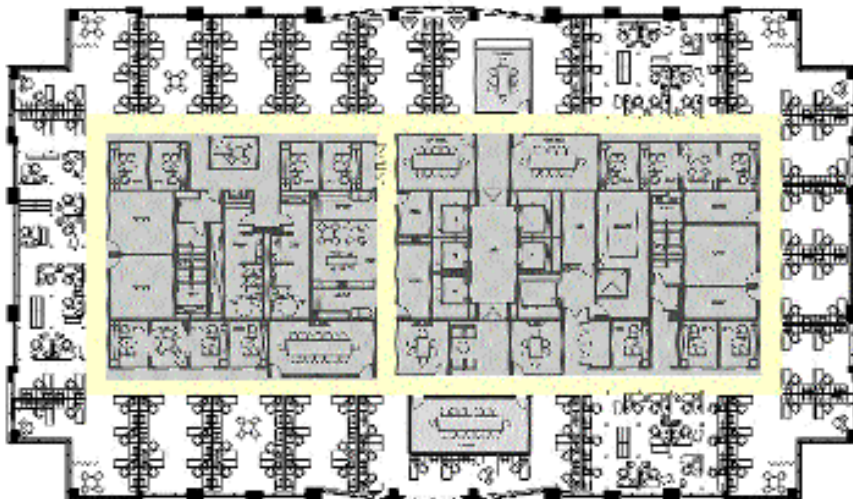
WORKPLACE ANALYSIS
ADMINISTRATIVE &
OPERATIONS GROUP
NATIONAL PROGRAM

PROGRAM

A workplace optimization study was developed to reduce occupancy costs for Bank of America's general office administrative group. The evaluation analyzed current workplace standards, new and existing furniture products and the application of those standards to the overall impact on space utilization. Responding to the evaluation results, planning solutions, ranging from moderate to dramatic with parallel cost savings impacts, were developed for existing and new space applications.



Baseline – Existing conditions



Proposed Solution -
Integration of work
styles

BENEFITS & GAINS

- Determined existing inventory values as part of the Bank of America portfolio and reduced inventory to save costs
- Space savings from 20 to 40%, resulting in opportunities to dispose of excess real estate
- Allowed more diversity, communication, collaboration, and flexibility in workplace solutions to meet needs of various users and rapid changes
- Improved space zoning to minimize work area disruptions improving the workplace environment



Citibank

WORKPLACE PROGRAM AND HEADQUARTERS

SAN FRANCISCO, CALIFORNIA

LAS VEGAS, NEVADA

NEW YORK, NEW YORK



PROGRAM

Striving to develop flexibility, increase productivity, maximize resources and minimize costs, SPACE developed a program to transform the Citibank workspace. Applied initially to real estate and IT service groups, the solution was later applied throughout the corporation. Working with senior leadership, the entire philosophy of space allocations per grade was abandoned.

The new workplace created cost effective and increased facility flexibility. The new planning standards were to be applied throughout the 60 MSF portfolio, new projects were introduced, and opportunities to renovate existing space allowed for re-planning.

BENEFITS & GAINS

- Created a competitive advantage through a 30% reduction of overall facility investment and 40% churn costs
- Provided a consistent approach to planning the workplace to enhance both functionality and cost effectiveness for the individual business units and Citicorp as a whole
- Increased ability to rapidly respond to organizational and work process changes
- Implemented 1.5 MSF of project work in multiple locations including New York, San Francisco, and Las Vegas

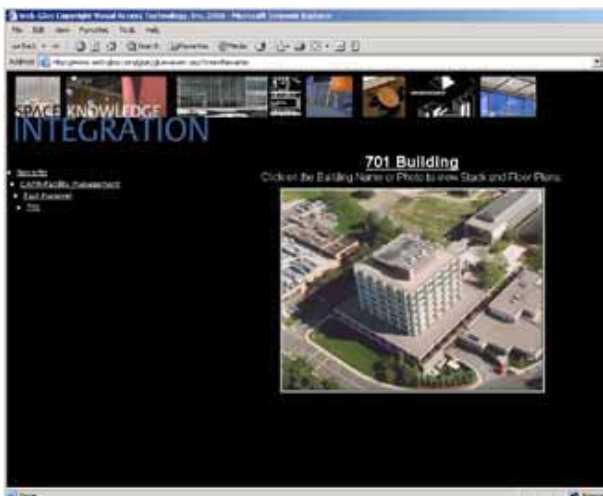
Novartis

KNOWLEDGE INTEGRATION SERVICES



Master Planning Analysis for Building 701 Building

Floor Area Code	Gross Area SQFT	Usable Area SQFT	Rate	Administrative Area SQFT	Rate	MEASUREMENT CALCULATIONS		Office
						Capacity	Private	
00	0	0	0.00%	0	0.00%	0	0	0
1	24,800	18,400	74.19%	18,400	74.19%	10,704	1,350	1,750
2	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
3	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
4	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
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78	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
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80	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
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84	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
85	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
86	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
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92	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
93	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
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95	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
96	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
97	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
98	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
99	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730
100	13,267	10,222	76.36%	10,222	76.36%	4,285	540	730



PROGRAM

Operating throughout the US, Novartis facilities are comprised of administrative, research and support buildings equaling more than 7 MSF on 4 major sites. The need to maximize the occupancy of built resources is key to management, however, the current rate of change and lack of data integration far outstripped the ability of a team to effectively manage facility activities.

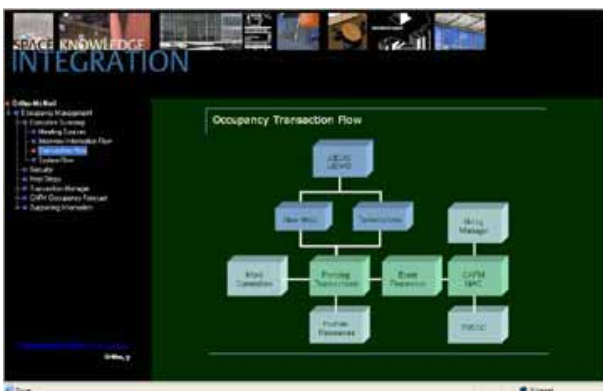
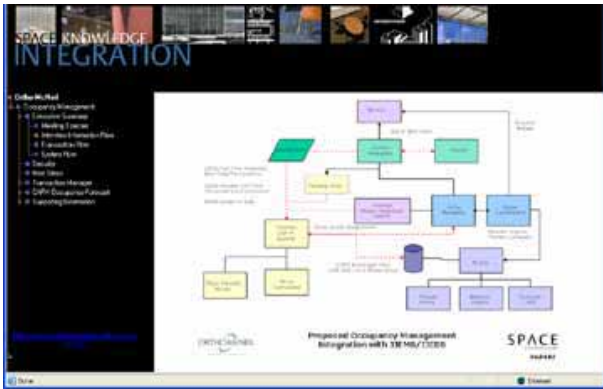
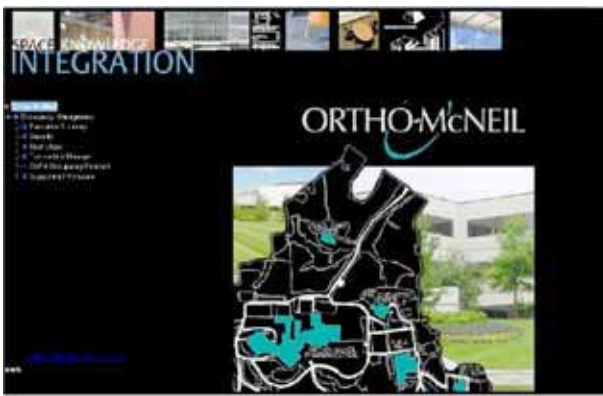
SPACE Knowledge Integration, our advanced integration system and service, assumed responsibility for the facility management database. Links to the Human Resource, Security and AutoCAD databases were created by utilizing existing software systems, and delivering accurate reporting on property occupancies on a daily basis. On site team members serve as the Customer Service Desk, with email and phone order request systems feeding into the Move Add Change (MAC) system while space occupancy reporting is provided to management. This base data is then feed into a tool developed for future facility planning, tracking the phased occupancy of properties over a continuously updated 7 year period.

BENEFITS & GAINS

- Identification of actual occupancy, eliminating the 10% portfolio that was being held as “reserved space”
- Ability to produce accurate reporting regarding overall property occupancy and projected needs within a 24-hour period of change
- Ability to track both current and project conditions, to see the groups being impacted by change and the identification of issues related to relocation
- Reduction in personnel resources required to manage MAC process and to track occupancy from 20% of prior need

Ortho-McNeil

KNOWLEDGE INTEGRATION MOVE ADD AND CHANGE
 PROCESS OCCUPANCY REPORTING
 SECURITY REPORTING



PROGRAM

Ortho-McNeil, one of 160 Johnson & Johnson companies, specializes in women's health care products. Their headquarters' campus is a collection of buildings totaling more than 1.5 MSF and comprised of administrative and research facilities. The growth of the business has far exceeded the ability for the existing properties to support the needs of the company, and as a result, numerous leased facilities surround the campus. As the campus size increases, managing information and the ability to accurately assess property use and their occupants was difficult.

SPACE was able to track the process of identifying occupants on any one of their campus facilities and organize a consistent approach to data collection regarding an employee, including: organization, location, technology, and function. Information is then cross-referenced from multiple data sources and any absent information is solicited via email inquiry systems.

The result is a daily occupancy-reporting tool that makes available overall occupancy reports on Ortho-McNeil sites, which then can be used as a base for existing and future planning efforts.

BENEFITS & GAINS

- On-line access to accurate occupancy data including custom reporting to meet the needs of leadership
- A base upon which to build an accurate planning strategy for future facility needs

Qwest

TRANSFORMATION PROGRAM WESTERN/MIDWEST UNITED STATES



PROGRAM

With strong competition in the communications industry, QWEST identified facilities that posed opportunities to reduce operating expenses and improve overall financial performance. Geographic consolidation eliminated redundant facilities and functions therefore removing the need for multiple properties, transforming QWEST's portfolio into 11 "mega centers" encompassing 3 million SF over 11 states.

The implementation was designed to be sensitive to the merging cultures. Occupancy per person was reduced from 320 SF to 180 SF. Power, voice, and data were provisioned to reduce churn costs. Benchmarking occupancy costs over time, to track performance improvements, was also instituted, while work at home strategies were developed for future applications.

BENEFITS & GAINS

- Enhanced work place environments and improved internal communications
- Improved financial performance of company
- Overall facility consistency and increased facility flexibility

Sprint

PLANNING GUIDELINES AND ON CALL SERVICES
MIDWESTERN UNITED STATES

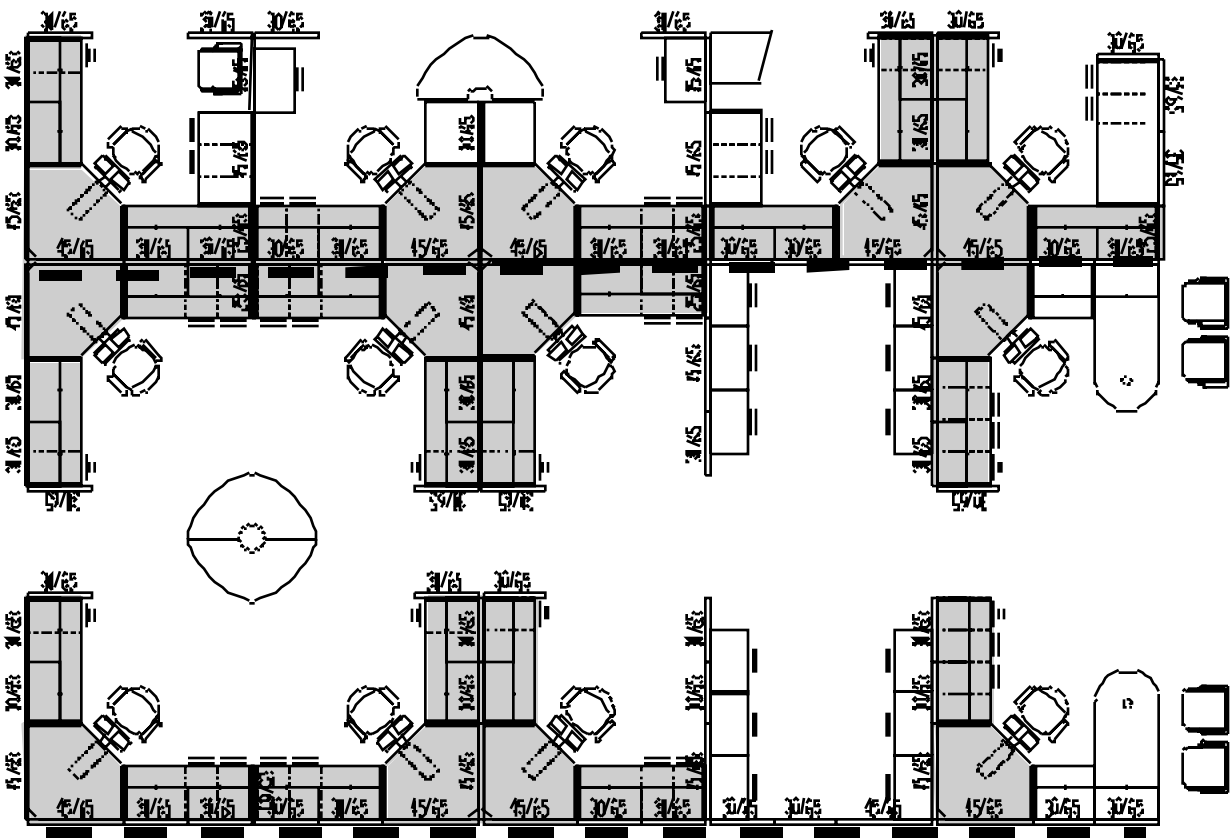
PROGRAM

As a first step in our relationship with Sprint, we were able to develop a facility guideline to establish work unit assignments and planning concepts to guide the development of new construction.

We have continued our relationship in an ongoing partnership, in which we are responsible for the planning, design and construction documentation of facility needs for the Midwest, one of Sprint's five regions in the United States. SPACE is also working on continuous improvements in CAD documentation. We are responsible for coordinating with the overall team to provide Sprint consistent services. SPACE uses a dedicated team to provide cost effective management of information and project completion with quality objectives.

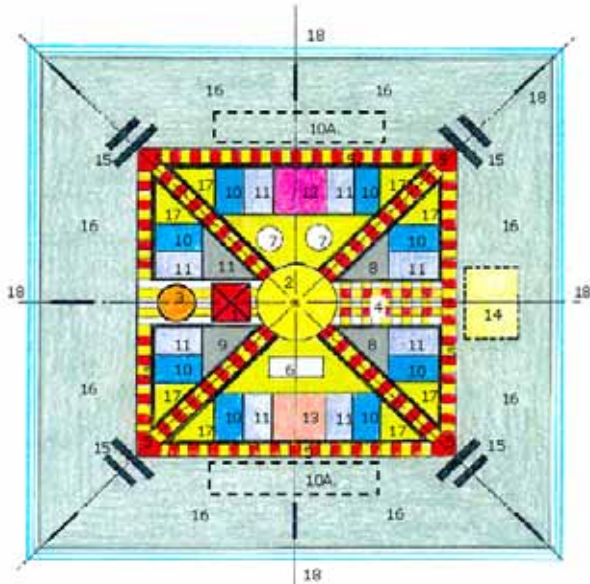
BENEFITS & GAINS

- Reduced internal resources and established standards
- Centralized project management and design team
- Dedicated project team with 24 hour availability
- Cost savings in service delivery

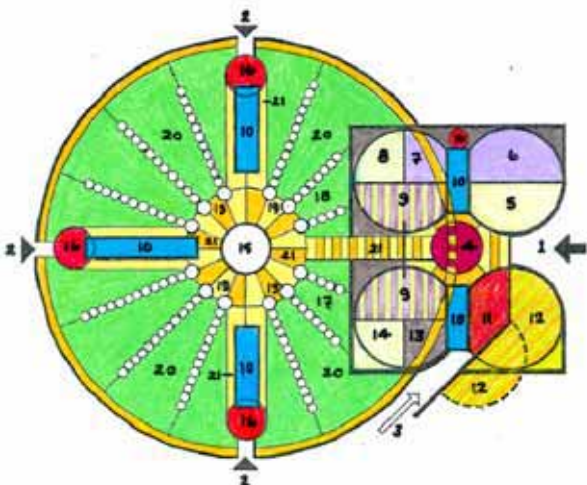


Verizon Wireless

ADMINISTRATIVE & CUSTOMER SERVICE CENTER WORKPLACE GUIDELINES NATIONAL PROGRAM



RELATIONSHIP, ZONING AND SEPARATION OF FUNCTIONS



RELATIONSHIP, ZONING AND SEPARATION OF FUNCTIONS

PROGRAM

SPACE worked with VZW to develop the Verizon Wireless Workplace Guidelines. The Guidelines are a tool that summarize the standards of VZW for application to the planning and implementation of future customer service and administrative center projects. While each project will have unique conditions due to site, building, and evolving business needs, the Workplace Guidelines document the preferred practices of Verizon Wireless.

The goals of the guidelines application are to: Provide solutions that satisfy business unit leadership functional requirements at the optimal cost to VZW, provide consistency to accelerate delivery time while reducing costs, realize the economics of scale, drive continuous planning efficiencies, create pride in VZW and in the local community, and display VZW's care for their employees.

The guidelines also establish a systematic approach to colors application, responding nationally to a wide variety of Verizon Wireless facilities. The systematic approach allows for the selection of color options to create base building conditions and for regional expression cohesive to the local environment.

BENEFITS & GAINS

- Consideration given to the longevity of product and system selection
- Established clear and simple circulation patterns supporting way-finding
- Accelerated project completion schedule

Wachovia/First Union

ALTERNATE OFFICE PROGRAM
CHARLOTTE, NORTH CAROLINA

PROGRAM

To reduce occupancy and real estate costs, SPACE developed strategies to support the ongoing space consolidation. The work processes of Business units were analyzed and work-at-home candidates were identified. SPACE developed an implementation process and formalized the program to communicate First Union's approach to improve the overall business unit organization, which included the development of guides and learning tools for telecommuters. Planning models were also created which reused existing furniture, applied universal planning concepts to aid in the ease of relocating staff and reduced space investments.

BENEFITS & GAINS

- Reduced real estate expenses by reducing churn costs and using universal planning
- Improved overall planning and flexibility
- Improved overall work environment performance and delivery – aesthetic, organizational, communication, and data

