



SPACE CASE STUDIES:
CUSTOMER CARE CENTERS





Aetna

MULTIPLE REGIONAL OFFICE PROJECTS
WESTERN/MIDWESTERN UNITED STATES

PROGRAM

In an ongoing partnership, members of SPACE completed more than 100 consolidation projects totaling more than of 2 MSF. The development and implementation of this alliance improved efficiency. The focus was on streamlining the entire process to reduce overall costs. Facility occupancy was reduced from an average of 225 to 180 SF per person and universal planning concepts were incorporated to facilitate flexibility.

BENEFITS & GAINS

- Average project cost and project schedule reduction by 30%
- Maximized flexibility by moving people, not furniture
- Promoted consistency and equality among facilities
- Enhanced productivity and employee satisfaction by improving workflow
- Enhanced synergies achieved from collocation and contributed to companies financial improvement



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



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Amtrak

REGIONAL RESERVATION CENTER
SAN FRANCISCO, CALIFORNIA
AND RIVERSIDE, CALIFORNIA



PROGRAM

Amtrak has strategically positioned itself for the next twenty years by developing a new state-of-the-art Western Reservations Sales Center in Riverside, California, designed by Associates of SPACE. This facility houses over 500 employees including a cafeteria, exercise facility and other specialized areas.

Individuals are not assigned to a workstation; instead personal belongings are retained in lockers. This solution reduces space needs by 10% and empowers employees by allowing choice in daily seating accommodations.

BENEFITS & GAINS

- Increased productivity by 30%
- Improved morale and working relationships
- Implemented ergonomics and improved acoustics
- Centralized operations to gain maximum efficiencies and reduced overall occupancy costs

AT&T

CALL CENTER SOLUTIONS GROUP

DUBLIN, OHIO

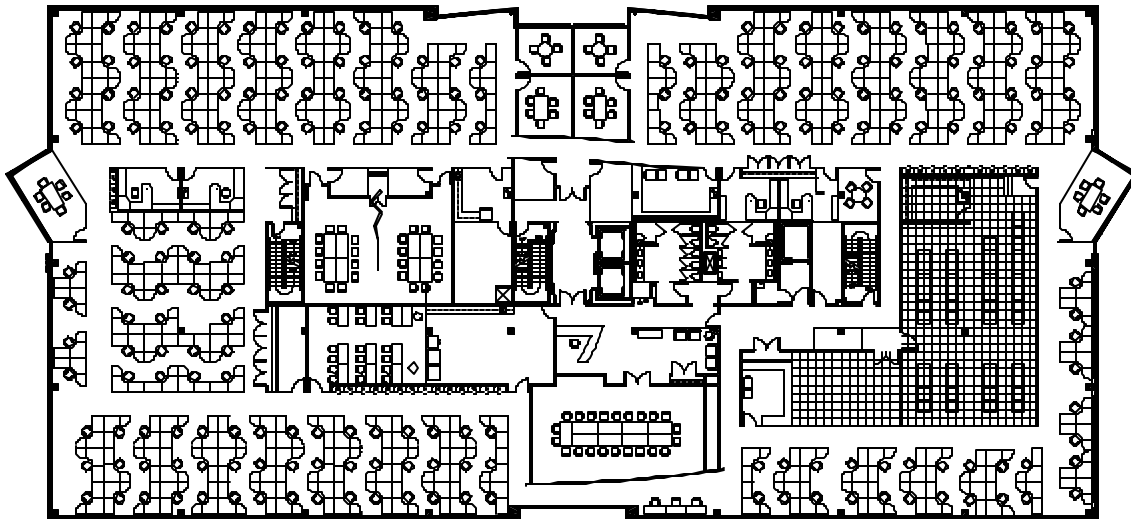
PROGRAM

As a new location to expand AT&T's network of client service centers, this new facility was developed to functionally and operationally meet the specific needs of a new client, while maintaining consistency with previously established locations. The nature of this business requires extended hours of intense activity that demands an environment that is both stimulating and soothing, as well as ergonomically supportive.

Included within the space are areas for client presentations, re-configurable and flexible conferencing, teaming and training, and relaxation. Individual workstations were provisioned to accommodate multi-shift staffing and incorporated systems and equipment to ensure uninterrupted and continuous operations in the event of power failure.

BENEFITS & GAINS

- ✓ Churn effects mitigated by single space standard
- ✓ Acoustics managed by furniture configuration
- ✓ Successfully merged AT&T and (co-located) client employee cultures



THIRD FLOOR PLAN

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Bank of America

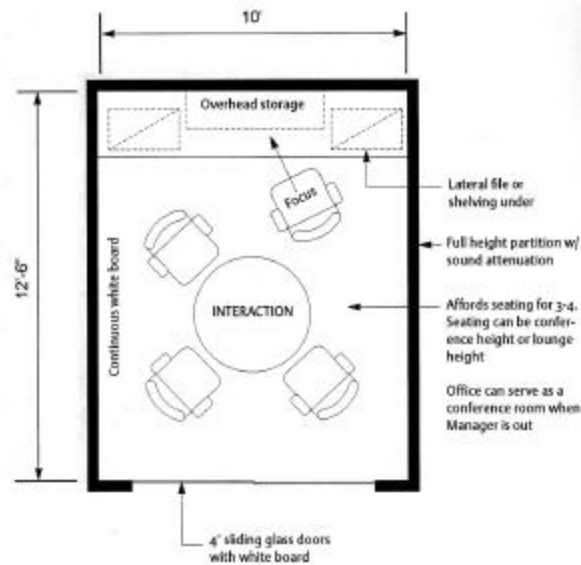
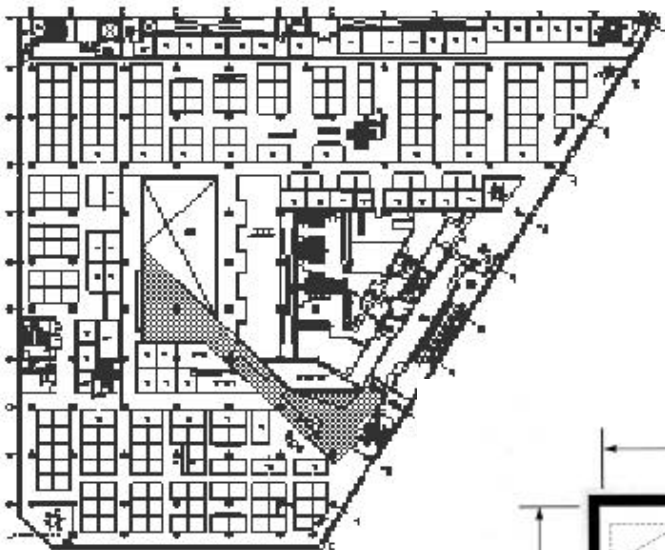
ADMINISTRATIVE AND PROFESSIONAL CENTER
SAN FRANCISCO, CALIFORNIA

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

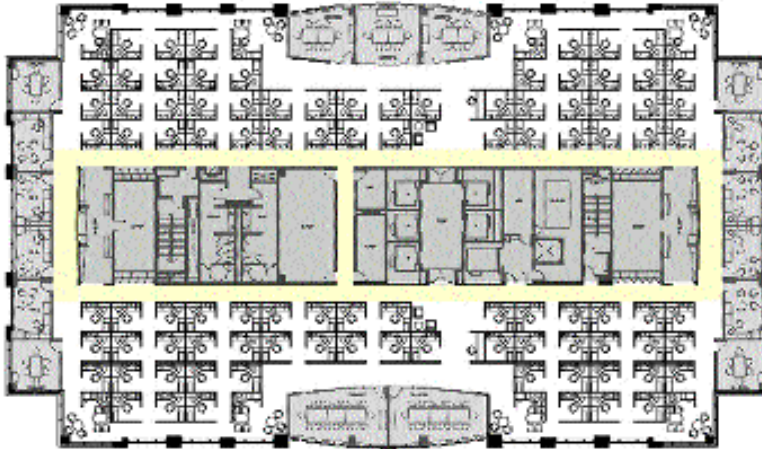
WORKPLACE ANALYSIS ADMINISTRATIVE &
OPERATIONS GROUP
NATIONAL PROGRAM

PROGRAM

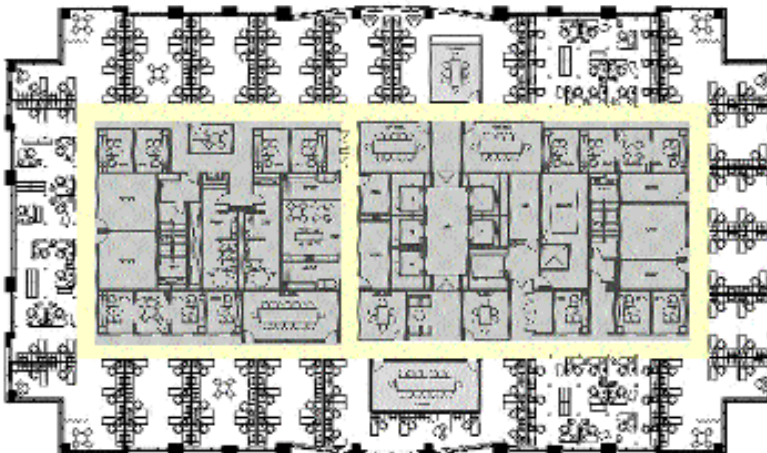
A workplace optimization study was developed to reduce occupancy costs for Bank of America's general office administrative group. The evaluation analyzed current workplace standards, new and existing furniture products and the application of those standards to the overall impact on space utilization. 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.

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



Baseline – Existing conditions



Proposed Solution -
Integration of work
styles



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



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Citicorp

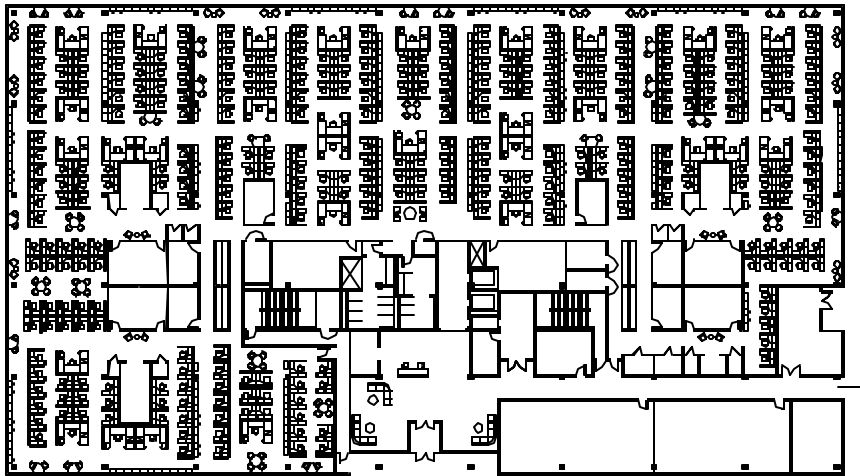
OPERATIONS CENTER PROTOTYPE NATIONAL PROGRAM

PROGRAM

With a focus on cost reduction, Citicorp decided to relocate their New York City area administrative and call center functions. Operations functions were decentralized into 4 to 5 major metropolitan areas, where labor was more readily available and costs were significantly less. SPACE investigated the business unit needs, observed and analyzed the work processes, generated guidelines, and planned for a prototypical operations center.

BENEFITS & GAINS

- Flexibility to adjust to administrative or operations centers increased population from 1500 to 2500 people
- Significantly reduced building delivery time by eliminating user input, data gathering, planning and design stages
- Adjusted plans to suite site specific issues while retaining overall space guidelines



Infonavit

CALL CENTER
MEXICO CITY, MEXICO



PROGRAM

As part of the government of Mexico, INFONAVIT a mortgage agency, created a customer service unit for customers to easily access loan information. Due to the high volume of calls, a call center was developed for this specific mortgage program.

SPACE was the winner of a national design competition.

BENEFITS & GAINS

- Accelerated design, one month from start to finish
- Project became the basis of the INFONAVIT call center standard
- Created an industry technology based image for INFONAVIT's employees and clients

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Northern Trust Company

OPERATIONS CENTER
CHICAGO, ILLINOIS



PROGRAM

An Operations Center of 500,000 square feet was created by consolidating four locations into a new facility designed by Associates of SPACE. The overall objective was to reduce operating expenses and improve employee productivity.

BENEFITS & GAINS

- Reduced operating expenses
- Created 100,000 SF open-floor plan that uses a 20' x 45' structural grid for continuous, open, flexible space that allows for indirect light
- Consolidated 2,500 employees that improve performance, productivity, moral and enhanced sales

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Prudential Financial

CALL CENTER

FORT WASHINGTON, PENNSYLVANIA
AND JACKSONVILLE, FLORIDA



PROGRAM

Prudential made a commitment to improve service to their vast network of insurance customers. Doing so required work process redesign and consolidation of more than 20 sites into two facilities. The result was two projects, each 700,000 SF. The consolidation was seen as an effectively increase profits and productivity, while reducing overall operating expenses.

A carefully orchestrated 14-month schedule involved relocating non-related work groups, design and construction, the move into new Call Centers, and the retraining of a 5,000 Customer Service Representative team.

BENEFITS & GAINS

- Designed new Call Centers within existing space
- Delivered space as employee re-training was completed, resulting in zero swing space costs
- Created multiple call locations completed on the same schedule with identical look and functions
- Implemented ergonomic standards and created a comfortable, stress-free and work environment that employees can call their own



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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

SNET

PORTFOLIO CONSOLIDATION NEW HAVEN, CONNECTICUT



PROGRAM

Southern New England Telephone (SNET) turned to SPACE to develop strategic planning and master plan guidelines for a portfolio of 8 million SF with plans to exit leased facilities and relocate to owned buildings. The standards were applied to 10 facilities, totaling 750,000 SF. The program relocated functions from leased-to-owned space. While the project required major building renovations including: construction of new connector bridges, building additions, HVAC and electrical system upgrades to bring the facilities up-to-date. The universal plan ultimately resulted in a net savings of 50% in operational/facility costs.

Many of SPACE's design decisions were driven by SNET's plan to shift to an egalitarian work culture. SPACE converted prime private office space along the perimeter of the floor plates into an open plan, which increased access to light. Team meeting areas were created to facilitate impromptu problem solving. Initially, SNET saved \$35 million in operational/facility expenses by reducing the overall work space by 866,000 SF. In 1998, workspace was reduced by a total of 1.7 million SF equaling 23%.

BENEFITS & GAINS

- Reduced land and building costs by 50% and reduced churn costs by 70-90%
- Standardization of universal plan allows for smoother reconfiguration of workspace
- Implementation of more efficient space standards allows more staff in owned space
- Accelerated fast track schedule reduced overall project cost



Verizon Wireless

CUSTOMER SERVICE CENTERS

NORTH AMERICA

PROGRAM

SPACE provides planning, design, construction, documentation and construction administrative services for the portfolio of Verizon Wireless projects: Administrative centers, customer service centers, small market centers and retail stores. The customer service center site profiles include new build-to-suit or conversion of existing retail malls and warehouses. The centers are aligned to the needs of the business through national guidelines built to drive consistency in the portfolio. SPACE developed and applied best practices to reduce the cost of construction and to reduce the time to deliver a project. Delivery is generally within restricted time frames - from business approval to operational in 5-9 months. Centers average 100,000 SF.

Verizon Wireless culture is visible throughout the facility through a strategic placement of graphics, signature colors and identity. Connectivity is also encouraged by the placement of all facility support elements (cafeteria, training, fitness center...) in the Town Center of the facility. Verizon Wireless' goal is to create customer service centers that are highly interactive, extremely efficient and highly supportive work environments.

BENEFITS & GAINS

- Improved retention among team members
- Increased productivity and customer contacts per day
- Improved quality of the customer service experience
- Overall cost savings

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