



SPACE CASE STUDIES:
FINANCIAL SERVICES





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

Alameda County Counsel

OFFICE RELOCATION
CALIFORNIA



PROGRAM

Alameda County Counsel, the legal representatives for Alameda County, relocated into an existing building built in the 1960's. The relocation was a result of establishing real estate efficiencies and the need for locating all legal team members, mostly in private offices, on one floor. A major challenge was to balance the need for confidentiality with an open and professional environment.

The goal of the project was to consolidate space without compromising appropriate amenities. SPACE provided design, construction documents, construction administration, and furniture specification resulting in a sophisticated workspace.

BENEFITS & GAINS

- Consolidated space for cost savings, support efficiencies and interaction
- Established positive, professional image to community and staff
- Served as a tool to support efforts of retention and recruitment into the public sector



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American Express

LATIN AMERICAN HEADQUARTERS

MEXICO CITY, MEXICO

PROGRAM

Design strategy for the American Express Latin America Headquarters revolved around two ideas: using light as a component in the new space and exploiting views towards Mexico City's landmark 'Angel of Independence'.

With the use of wooden screens that define service areas, natural light becomes regulated throughout the floors, while frosted glass "lamps" illuminate office spaces. The Headquarters makes use of new energy management technology that help to reduce costs and improve productivity. SPACE designed special areas to accommodate reutilization of existing office furnishings.

BENEFITS & GAINS

- New contemporary image achieved through the extensive use of technology
- Reduced operating costs and increased corporate productivity
- Improved corporate internal communication

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Bank of America

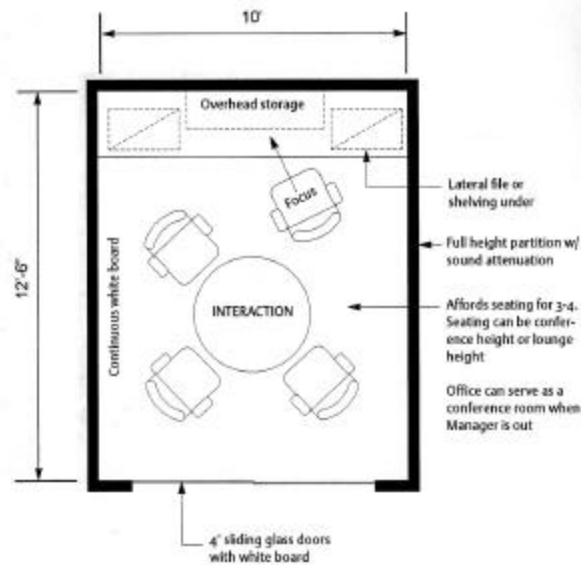
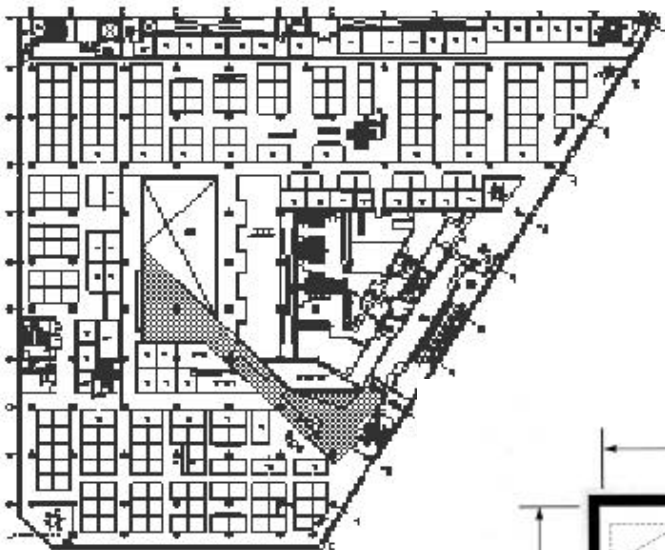
ADMINISTRATIVE AND PROFESSIONAL CENTER
SAN FRANCISCO, CALIFORNIA

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



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Bank of America

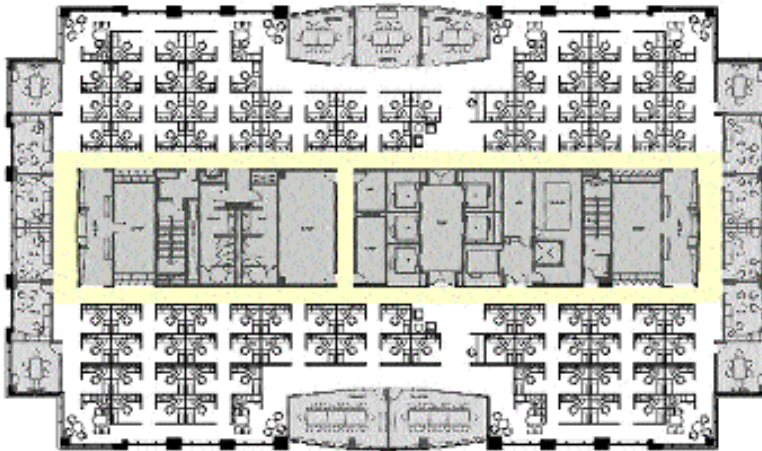
WORKPLACE ANALYSIS ADMINISTRATIVE &
OPERATIONS GROUP
NATIONAL PROGRAM

PROGRAM

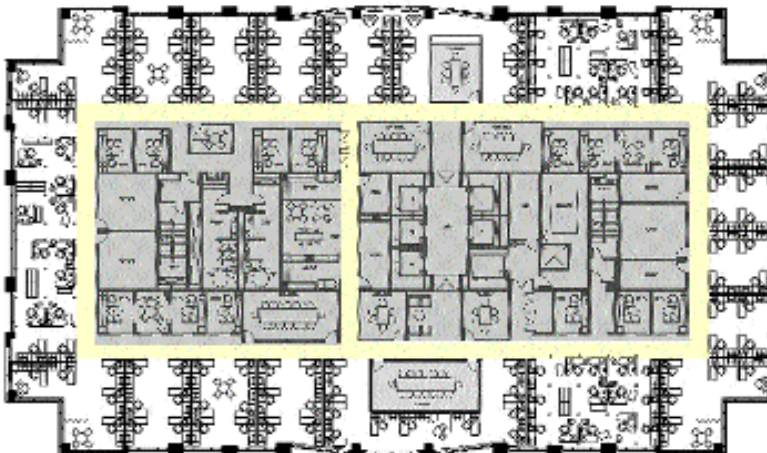
A workplace optimization study was developed to reduce occupancy costs for Bank of America's general office administrative group. The evaluation analyzed current workplace standards, new and existing furniture products and the application of those standards to the overall impact on space utilization.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

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Barrett & Associates

HEADQUARTERS

NEW YORK, NEW YORK

PROGRAM

Barrett & Associates, selected a midtown high rise for their New York headquarters. The firm wanted to display an image that expressed to their client confidence in Barrett's financial management consultants' ability to manage finances. The areas for client/professional meetings were designed primarily for the comfort and convenience of the clients. Additionally, the back office includes printing, production areas, and an extensive file system containing confidential client data that are controlled and secured.

BENEFITS & GAINS

- Establish corporate image of financial wisdom
- A solution that separated client and operating functions
- An atmosphere carefully conveying success versus opulence

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Cargill Investor Services

OFFICE EXPANSION

CHICAGO, ILLINOIS



PROGRAM

Cargill Investor Services (CIS), located in the Sears Tower, is a futures options broker and risk management firm. The parent company, Cargill Inc., has expanded their client base to include a variety of national and international clients requiring 24-hour service operations which necessitated the expansion of CIS's current facilities.

Additionally, a rapidly growing technology team was expanded as was the and trading desk areas. A key factor was working within an occupied facility operating 24-hours per day seven days per week. Careful planning of the phasing was required.

BENEFITS & GAINS

- Simplified planning with a universal planning approach
- Minimized disruptions to operations during construction
- Maintained natural light penetration and critical sight lines

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Charles Schwab

HEADQUARTERS MASTER PROGRAM
SAN FRANCISCO, CALIFORNIA



PROGRAM

Located within six buildings in San Francisco's financial district, the growth of Charles Schwab far exceeded their ability to add contiguous space. As a result, adjacencies were split, planning and expenses escalated. SPACE conducted a study to determine new workplace and planning standards to improve individual conditions that support increased group works, as well as to reduce space and decrease costs. Alternate adjacency scenarios were designed to maximize the improvement of working relationships, while minimizing moves and expenses under a phased implementation program. Simultaneously, SPACE addressed a projected system to support expanding space, furniture supplier contract negotiations to reduce costs, and increase service and a prototype floor plan design.

BENEFITS & GAINS

- Reduced cost by millions annually
- Outlined a long term real estate plan and created consensus among leadership
- Created a highly satisfied user group

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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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Deluxe Corporation

CORPORATE REAL ESTATE ORGANIZATION

MINNEAPOLIS, MINNESOTA

PROGRAM

This study was to design an effective corporate real estate organization for managing Deluxe Corporation's real estate assets. The efforts involved an assessment of the existing organization, benchmarking peer and best-in-class real estate organizations, and preparing an organizational plan, including organizational structure, processes and job descriptions. Three key opportunities resulting from better real estate management were studied; faster and more profitable property disposition, increased capital availability from the capitalization of real estate assets, and cost savings from effective space utilization.

BENEFITS & GAINS

- Effective management and organization for new real estate assets
- Faster and more profitable property disposition organization and process
- Availability of more capital from sale of real estate assets
- 10-20% cost savings resulting from efficient space utilization

Group Responsible	Deluxe Strategic Tasks							Business Unit Tasks									
	Leadership Overall Policies	Establ./Maintain SRP	Establ. Corp.RE Policies/Procedures	Develop/Maintain Space Forecast Model	Establ./Maintain Corp. Perform. Metrics	Participate Corp. Strategic Plan	Explore RE Financial Opportunities	Maintain RE Market Awareness	Maintain BU Relationship	Maintain RE/Facility Database (ie RSF)	Devel./Maintain/Implement BU Tactical RE Plan	Lease management	Asset management	Establ./Maintain BU/RE Metrics	Provide Property Management(MAC)	Disposal of Properties	Facility/Infrastructure Development
RE Manager		X		X	X		X	○	○		○	○	X			●	
CEO/CFO	○	X	○	X	X	○	X						X				
Financial Group		X	○	X	X		X						X			○	
Senior Leadership		X		X	X	○	X						X				
BU Managers		X		X	X		X	○	○		●	●	X	○	●	○	○
Facilities Services		X		X	X		X			○	○	○	X		○	○	●
Legal		X		X	X		X				○	X			○		

Primary Responsibility ●

Secondary Responsibility ○

No one Does X



Dermet

CORPORATE HEADQUARTERS

MEXICO CITY, MEXICO



PROGRAM

Dermet's corporate culture had been lost after a series of consolidations among eight different companies. SPACE assisted in re-establishing Dermet's corporate identity by developing a plan and design to define the future Dermet culture.

SPACE's design opened the work area to increase information flow, communications and teamwork. The new plan allowed the directors of Dermet to emphasize unity among staff. The design and construction schedule for this project was extremely constrained, SPACE used a design-build process delivering the project in 8 weeks.

BENEFITS & GAINS

- Re-enforced new corporate vision
- Design responded to meeting staff functions and activities
- Rapidly executed solution



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Deutsche Bank/dmg

WEST COAST HEADQUARTERS

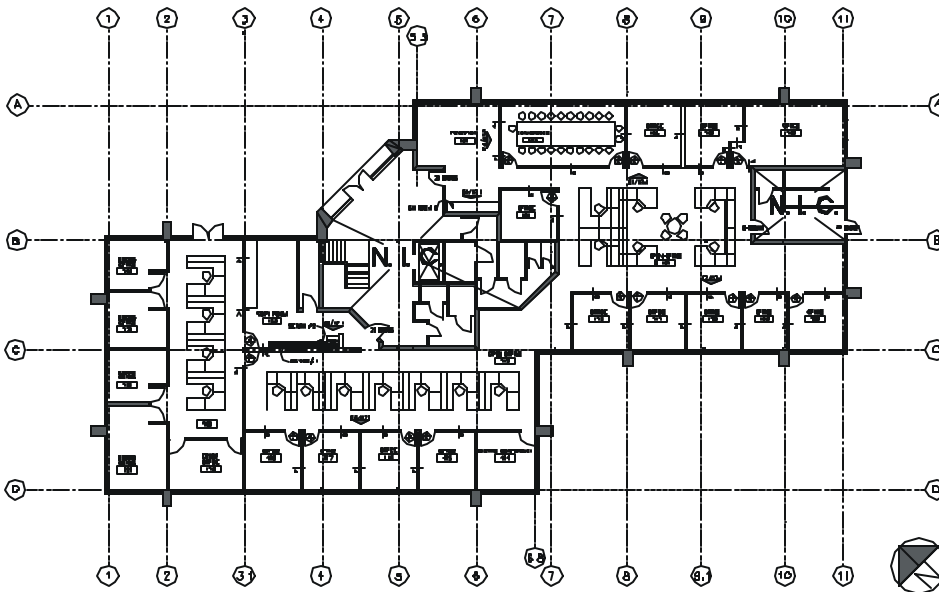
MENLO PARK, CALIFORNIA

PROGRAM

This six week project included creating a new west coast home for Deutsche Bank. The project encompassed the renovation of an existing facility and was completed in phases that expanded as additional spaces became available to accommodate a rapid move-in. Phasing was also designed to minimize disruption to occupants. Full services and intensive project management support ensured a successful project.

BENEFITS & GAINS

- Enhanced work environment and improved recruitment capability
- Minimal office disruption through the construction process
- Operating deadlines achieved



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Fisher Francis Tree & Watts

HEADQUARTERS EXPANSION
NEW YORK, NEW YORK

PROGRAM

A trading firm in New York's MetLife building, Fisher, Francis Trees & Watts sought SPACE's expertise to plan the expansion of their office from 50,000 to 80,000 SF. In response to Fisher Francis's request for a non-traditional trading space, a trading floor arrangement was designed that reinforced both lateral and vertical work relationships while enhancing direct communication. Placing traders in a semi-circle in front of their managers, rather than behind, improved oral or visual communications. Visual privacy without acoustic isolation was provided by a system of ceiling mounted shades.

BENEFITS & GAINS

- Open space design with minimal partitioning enhancing communication
- Established standardization of space and workplace guidelines
- Modular workstation/office systems simplified future configuration and procurement while increasing productivity

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General Electric & GE Capital

HEADQUARTERS
MEXICO CITY, MEXICO

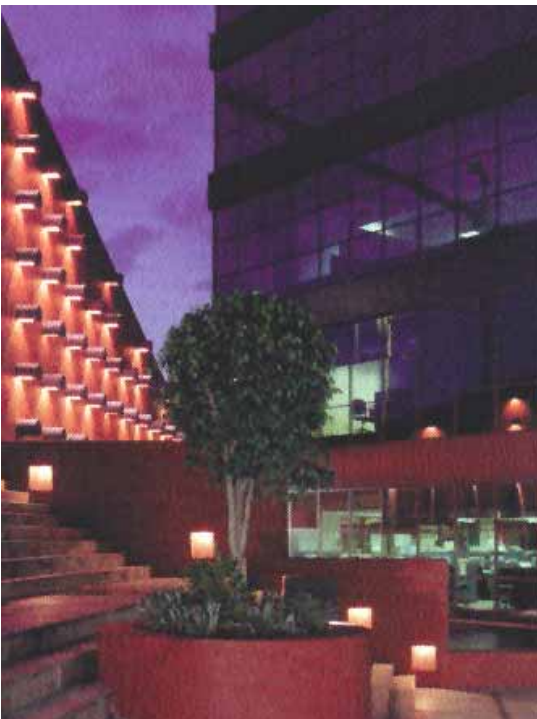


PROGRAM

Members of SPACE planned, designed and managed the overall programs for the collocation of 16 autonomous General Electric business units into one facility with the focus on increasing efficiency. Planning consistency and new workspace standards were initiated to ease rearrangement and relocation. To eliminate redundant office functions, support areas were centralized and the complex telecommunication issues were satisfied within tight budget constraints. The implementation logistics of Mexico were overcome to create a tremendously successful solution.

BENEFITS & GAINS

- Efficient space collocation
- Maximized flexibility while minimizing operating expenses
- Scheduling reduced costs and allowed for early move-in
- Improved functions and eliminated excess operating expenses



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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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PROGRAM

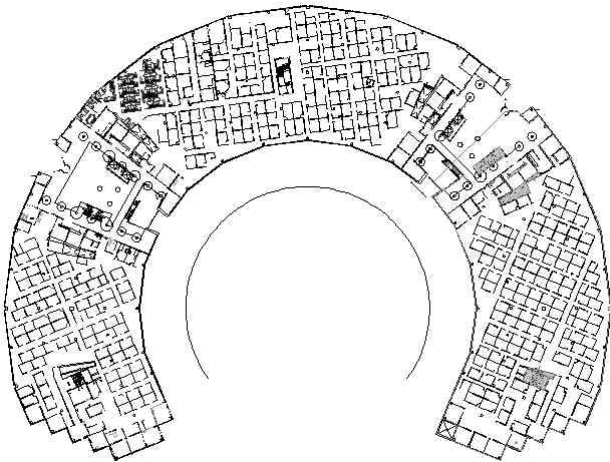
MetLife retained SPACE to provide professional planning, design, facility and project management services creating an outsourced partner relationship. The objective was to provide a varied scale of resources in support of changing business needs, reduce the cost of project delivery, and sustain customer service quality. SPACE dedicates a resources team to MetLife to the mutual financial and performance advantage of all participants.

For the headquarters project in Long Island, SPACE has on-site resources managing the day-to-day Move, Add and Change activities and the full range of facility support tasks. Via a predetermined matrix, service compensation is menu based allowing MetLife to rapidly apply services to varied needs.

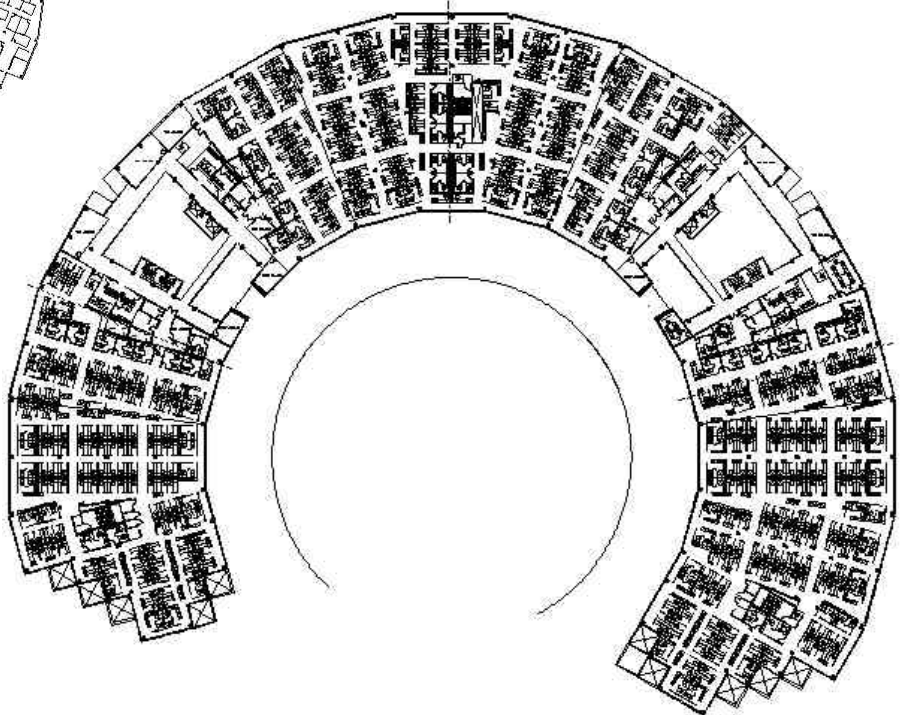
BENEFITS & GAINS

- Efficiency of source team
- Availability of resources
- Locality of resources

BEFORE



AFTER



National Insurance Crime Bureau

HEADQUARTERS
PALOS HILLS, ILLINOIS

PROGRAM

Generated by the inability to expand and accommodate growth within their owned facility, the National Insurance Crime Bureau (NICB) challenged SPACE to identify the means to alleviate inefficiencies in their headquarters. Reactive approaches to planning for growth had resulted in illogical and excessive space use. NICB also desired to improve internal and external department relationships.

A more flexible workplace was adapted to the current conditions, existing systems furniture were redeployed and supplemented with refurbished products. Solutions were at extremely low cost.

BENEFITS & GAINS

- Improved function and flexibility through task sensitive provisions and modular space allocations
- Enhanced internal communications and departmental synergies
- Reinforced consistency in real estate to maximize densities and minimize costs
- Implemented reuse of products to reduce energy consumption and associated costs

NICB-3rd Floor Plan



EXISTING
SEATING CAPACITY - 21

AMENITIES

- (2) CONFERENCE ROOMS
- (2) INDIVIDUALS
- (3) PARTIES
- (1) MAIL COPY/STORAGE ROOM
x 250 SQ.FT.

PROPOSED
SEATING CAPACITY - 30

AMENITIES

- (2) CONFERENCE ROOMS
- (2) INDIVIDUALS
- (5) PARTIES
- (1) MAIL COPY/FAIR ROOM
x 157 SQ.FT.
- (2) STORAGE ROOMS x 24 60.FT.

- PRESIDENT'S OFFICE
- HUMAN RESOURCES
- INFORMATION SYSTEMS
- LAW
- CONTROLLER'S OFFICE
- GOVERNMENT AFFAIRS
- COMMUNICATIONS
- OPERATIONS SUPPORT
- FACTA
- UNOCCUPIED
- FIXED ELEMENTS

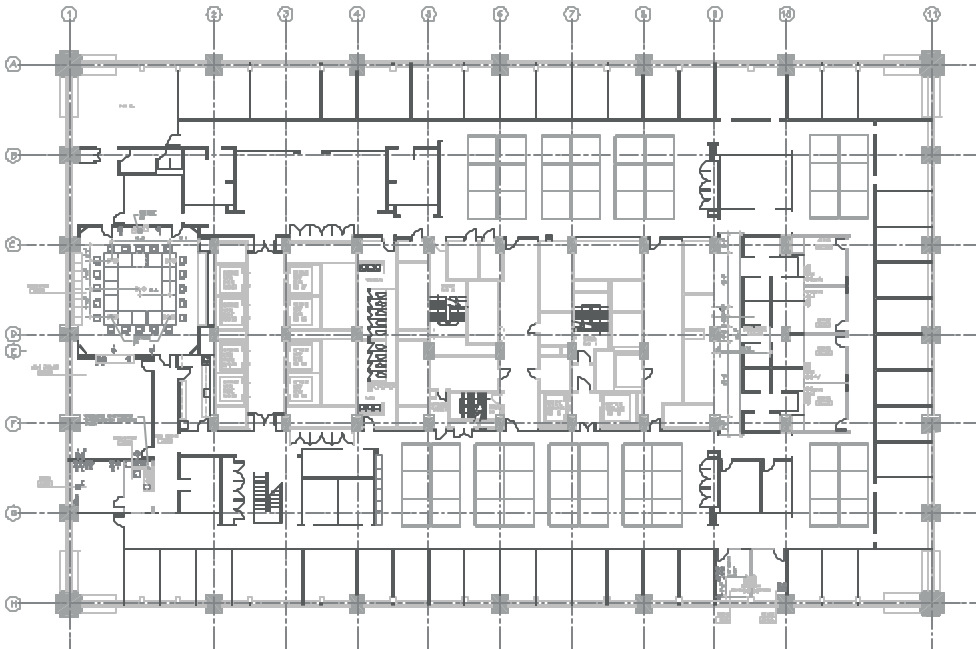
Near North National Insurance Group

HEADQUARTERS
CHICAGO, ILLINOIS

PROGRAM

Addressing the issues of unprecedented growth over the past two years, SPACE developed a restacking and replanning approach to the headquarters facility, providing a 33% physical expansion and a 66% reconfiguration.

From a recruiting standpoint, Near North was finding it necessary to locate senior level personnel in full demised office space. SPACE was able to capture over 22 additional offices by reconfiguring 66% of Near North's existing workstations without reducing the workstation's sizes and maintaining ADA and local code egress requirements.



BENEFITS & GAINS

- Reduced the expansion requirement by more than 30% with minimal reconfiguration of existing facility
- Converted multi-reception area to desperately needed conference spaces
- Supplemented existing furniture inventory with minimal product versus purchase of new product to accomplish greater density
- Converted an inflexible formal boardroom to a reconfigured meeting space that addressed various multi-media, training and conferencing needs

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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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Price Waterhouse Coopers

PRACTICE OFFICE
NEW YORK, NEW YORK



PROGRAM

Design began with an analysis of location options to significantly reduce lease and operating expenses. The relocation was seen as an opportunity to define an image of the New York Practice group distinct from the overall Price Waterhouse organization. The solution focused on enriched conditions in the customer interface areas and functional, simple and flexible solutions for the work areas.

Paralleling this project activity, was the strategy development for Alternate Officing applications throughout the organization.

Associates of SPACE investigated and defined ratios of hoteling and shared/assigned offices and applied concepts to this site. The physical planning concepts supported the transfer to a team-based management structure. The program required extensive communication to achieve acceptance by the teams.

BENEFITS & GAINS

- Reduction in operating expense
- Improved flexibility to enable change and absorb growth
- Improved internal communication and user participation
- Conversion to team-based management and flattened organization

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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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RR Donnelley & Sons Company

REGIONAL OFFICE DESIGN
MULTIPLE SITES



PROGRAM

R.R. Donnelley & Sons Company is the premier North American commercial printer and information services company with nearly 200 locations worldwide. SPACE was retained to design over 60,000 square feet of office space for multiple locations.

The goal was to organize the space to correspond with R.R. Donnelley's current work patterns and establish a new and upgraded image. The phased renovation was performed within occupied and fully operational spaces for scheduling and cost efficiency.

BENEFITS & GAINS

- Met multiple program and adjacency requirements for reception, office and shared areas by creating collaborative work spaces
- Minimizing moves and expenses under a phased implementation
- Design reflects the culture and business drivers of the company

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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

