



SPACE CASE STUDIES:
LEGAL ADVERTISING & BUSINESS CONSULTING



“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

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



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

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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ARC

CORPORATE HEADQUARTERS
DALLAS, TEXAS



PROGRAM

SPACE completed the designs of multiple sales offices and the new corporate headquarters in Dallas, Texas. ARC is a joint venture with RiserCorp and Equity Office LLC. Identity and strategic real estate vision were top priorities.

ARC increased from 40 to 300 employees in just under a year, tied to the development of POPs (Fiber Hubs and Sales Offices) within buildings. In response, SPACE developed a plan that allowed headquarter and operations functions to grow separately enabling the company to expand its operations functions in cost-effective space.

The corporate identity was established, linking the sales offices and headquarters together in a common design language. The design also embraced RiserCorp's existing furniture and supplemented it with new products (to meet growth projections).

BENEFITS & GAINS

- Developed tools that can be used in the future to monitor and project growth
- Multiple options covering many different scenarios of growth (positive and negative)
- Design solutions respect the heritage of the company while embracing the future

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

Bechtel

HEADQUARTERS PROTOTYPE
SAN FRANCISCO, CALIFORNIA



PROGRAM

A unit of Bechtel, the Planning and Marketing Group, embarked on an organizational transformation to develop a new workplace strategy. Key to supporting their business goal was the need to change a very traditional view of the workplace.

The group of 130 was a prototype for both the process and the solution. The entire group was involved in providing input via focus groups, questionnaires and presentation/discussion forums. An advisory team of 15 members served as the "client" to represent the group's interests throughout an 8 week planning process. The result is a totally flexible workplace where all work units are easily varied to support function. Workstations are not assigned to individuals, rather, to project teams who balance individual space, project work areas, concentrated work and various resource areas to support the project needs.

BENEFITS & GAINS

- Integrates customer in work process
- Celebrates work in process
- Integrates vertical surfaces as interactive work walls
- Integrates technology as group work tools
- Positions leadership as the nuclei of information

Brann Blau

HEADQUARTERS
CHICAGO, ILLINOIS



PROGRAM

SPACE was to develop an economic basis for decision making regarding real estate to meet the near and long-term needs of Chiron at the new Emeryville Life Sciences Center site. The Strategic Facility Plan consisted of space demand forecasts based on alternative business scenarios, assessment of existing facilities including space utilization and lease terms, development and evaluation of alternative real estate and facilities strategies, and a net present value financial analysis. Working collaboratively with the Chiron Facilities Planning Group through a series of intensive workshops, joint solutions were developed.

BENEFITS & GAINS

- Environment reflective of the entrepreneurial nature of the organization
- Work environment created in support of new work processes
- Solution exceeded the design goods as set by a discerning client, while maintaining an aggressive budget
- Use of standard materials in non-standard ways facilitated innovative solutions without high cost

Brimco Fenix

CORPORATE HEADQUARTERS
MEXICO CITY, MEXICO



PROGRAM

The re-adaptation of this space required careful consideration as office occupants continued work during the construction process. Given the high density of occupancy and little or no formal distinction between different groups within the corporation, a decision was made to give each area a separate character with the use of constructed elements, such as onyx-glass screens and concrete partitions, that provide and establish both identity and a 'sense of belonging'.

BENEFITS & GAINS

- Increased space efficiency and technology applications
- Improved corporate image
- Minimal interruption with employee activities during construction



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

Cohn & Wolfe

OFFICING STRATEGY

ATLANTA, GEORGIA



PROGRAM

As a public relations consulting organization, growth was directly related to project activity. Hence, the fluctuation in need was extensive. To balance this inherent conflict we developed a planning strategy to allow personnel increases or decreases in the range or 30% without major infrastructure re-planning.

Each location desired a unique local image. The challenge was to create a Cohn & Wolfe identity in support of individual architectural expression. The solutions emphasized consistency in values and spirit.

BENEFITS & GAINS

- Increased staff up to 50% within the existing real estate envelope
- Developed a universal workstation easily customized to function without changes to the footprint
- Identified critical development issues and the relationship to planning
- Created future planning guidelines

CX Networks

HEADQUARTERS

MONTERREY, MEXICO



PROGRAM

CX Networks, located in Monterrey, Mexico, is the information technology service division of Cemex. In an effort to optimize operations, CX Networks decided to consolidate four company divisions onto one campus. Better use of resources resulted.

BENEFITS & GAINS

- Significant reduction in operation costs
- Achieved a single, desired image for CX Networks
- Improved employee working conditions

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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



Euro RSCG Tatham

OFFICE DESIGN
CHICAGO, ILLINOIS



PROGRAM

The Chicago office of Euro RSCG Tatham is a 90,000 SF facility designed to encourage interaction and teaming within this established Chicago advertising agency. The facility will occupy four floors of a newly constructed building offering unique 18' floor-to-floor heights and an industrial character.

BENEFITS & GAINS

- Large floor plates offer maximum flexibility for departmental organization
- Industry focused “War Rooms” address unique client meeting requirements
- Centralized “Town Square” gathering area and open interconnecting stairway to encourage agency interaction
- Roof terrace for informal agency and client events



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





Giant Step

HEADQUARTERS
CHICAGO, ILLINOIS



PROGRAM

Giant Step Productions, a division of the Leo Burnett Advertising Agency based out of Chicago, designs web sites and interactive CD products. Located in the Leo Burnett building, Giant Step's occupancy was at capacity prompting them to relocate their facilities. In addition, Giant Step decided to establish an image for their new headquarters that was more appropriate to their operations.

Sufficient space was located in an adaptive reuse property to promote Giant Step's desire for cutting edge design, as well as accommodate anticipated growth.

BENEFITS & GAINS

- Employed progressive design concepts to facilitate headquarters as corporate image based marketing tool
- Reduced improvement costs by specifying basic construction products that were creatively enhanced and detailed
- Promoted an open work environment to improve internal team interaction and overall communications
- Minimized furniture costs by re-deploying existing systems furniture supplemented with new components as required



Grant Jacoby

HEADQUARTERS RENOVATION

CHICAGO, ILLINOIS

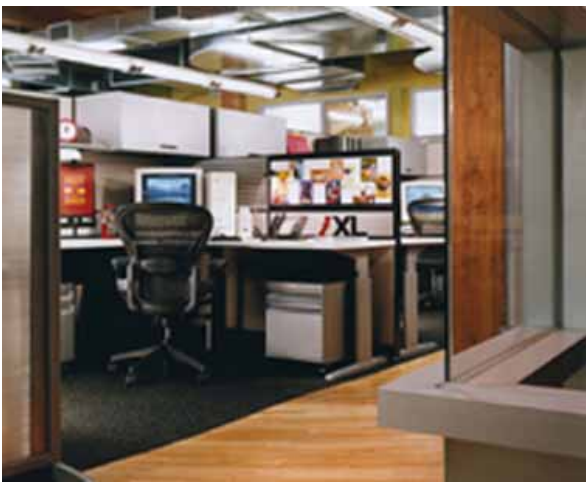


PROGRAM

Grant Jacoby, a Chicago based advertising agency, elected to better use their assets and upgrade the appearance of their Michigan Avenue Headquarters. SPACE was commissioned to develop a program that would allow improvements to be made on an incremental basis to control spending. The team identified a full solution, then prioritize alterations for immediate and subsequent implementation.

BENEFITS & GAINS

- Provided an implementation plan that could be phased over a period of time
- Improved the effectiveness of delivery and campaign concepts through a complete lighting redesign in the Presentation Room
- Redefined the aesthetic of the reception and conference area to be consistent with Grant Jacoby's image
- Improved the interoffice collaboration through the construction of casual environments for conferencing, teaming and relaxation



iXL

REGIONAL OFFICE EXPANSION AND RENOVATION CHICAGO, ILLINOIS

PROGRAM

iXL, later purchased by Scient, was the country's premier web site design firm quadrupling their current occupancy in Chicago to accommodate a 10% per month growth rate of creative, management and software development staff.

Work units were designed to be flexible to quickly change from a 6' x 8' module to a 6' x 6' module at a moment's notice, to increase density without the need to acquire additional square footage. "Privacy on Demand" was achieved by telescoping screens on casters that can be rolled away when not required.

Natural wood ceilings and floors, common brick walls, and skylights create a warm, inviting atmosphere in contrast to the exposed cabling that highlights and embraced new technology, the core of iXL business.

BENEFITS & GAINS

- Sales teams, software developers, project managers and creatives are established with immediate adjacency to senior management
- Huddle spaces and impromptu teaming areas provide short term meeting space for client teams
- Relaxation rooms, break areas and library spaces support individual and group retreat
- Creation of a premier presentation facility to appropriately present product

Jack Morton Company

CORPORATE INTERIOR DESIGN
CHICAGO, ILLINOIS



PROGRAM

The Jack Morton Company (JMC) is a national leader in corporate communication facilitation. Over time, their work environment had not kept pace with the employee increases and growth in project scales. SPACE was retained to realign JMC business process with their work environment.

Focus groups were established to ascertain the appropriate work process and environment, as well as to determine if the current occupied space was appropriate to meet their needs.

SPACE determined that the work environment needed to be merged with the already established procedures.

The work process of JMC was embraced and custom areas were created. Specific areas that were developed were the “jitter” rooms, a Romper room, and a “Black Box” that helped align the workplace with company processes.

BENEFITS & GAINS

- Rejuvenated excitement in Management in the possibilities of the process
- Aligned the work environment with the work process
- Created a tool for the Planner and the Real Estate Broker to use for future space planning

Kokuyo

HEADQUARTERS

TOKYO, JAPAN



PROGRAM

Kokuyo's project objective was to establish an image that asserted their commitment to customer service, quality and excellence. The scope of the project was to remodel the existing building lobby serving both the office tower and showroom into a reception, lounge and conferencing center.

The design approach created an understated, elegant and timeless space of arrival and repose, a gracious and comfortable space, one expressive of performance, stability and universality.

BENEFITS & GAINS

- Revitalized an awkward, useless space into one of vitality and multi-use
- Allowed a visual connection to the street to project Kokuyo's image in Tokyo
- Communicated Kokuyo's commitment to solving problems by teaming with customers in large or small gatherings

Leo Burnett

HEADQUARTERS PLANNING AND DESIGN
CHICAGO, ILLINOIS



PROGRAM

Retained early in the relocation process, members of SPACE developed program and planning concepts for the new Leo Burnett headquarters (Project 1). The final occupancy of more than 600,000 SF was designed to support the organizations work process. Floor plates, floor loading, ceiling heights, distance from windows, mechanical, electrical and cabling distribution all play an integral role in supporting a successful workplace. Key design issues included increases in technology, places for teamwork, and 24 hour workplace access.

Based upon a review of business conditions and staff recruiting, Leo Burnett recently enlisted SPACE to re-plan and redesign space for the Creative Department (Project 2). The objective was to create new energy by tearing down walls, removing boundaries. New workspaces were added to meet the evolving group needs. The new image should promote a "team-oriented" atmosphere.

BENEFITS & GAINS

- Team work environment
- Created informal learning environment
- Enhanced recruitment opportunities
- Process involved participation and input from full user group



Prudential Marketing & Claims Division

REGIONAL OFFICE COLLOCATION
OAK BROOK, ILLINOIS



PROGRAM

Prudential Insurance Company relocated 130,000 square feet of Class "A" space to a Class "C" building. The relocation challenged the team to rethink its corporate conventions. The project also encompassed the first "marriage" of a marketing and claims division, adding complexity due to conflicting needs of image and support.

Solutions included amenities not previously affordable; a conference center, a fitness facility, and a full-service cafeteria. Existing furniture was reused and combined with architectural detailing and innovative planning to imply a custom furniture appearance. An atrium was crafted from found openings around stairwells. Glass-walled offices open out to the renovated atrium, while open work areas are exposed to exterior windows. Simple finishes and materials were used elegantly to transform the building, inexpensively.

BENEFITS & GAINS

- Overall operating cost reduction
- Beautifully designed interior work space
- Successful collocation
- Heightened employee morale



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



Rockwell Automation

RESEARCH AND DEVELOPMENT TRAINING CENTER
MILWAUKEE, WISCONSIN



PROGRAM

As a result of acquisition, Rockwell absorbed Allen Bradley Company and their Milwaukee facilities. An extensive meeting center was in need of renovation. It was determined that the existing infrastructure could be most effectively used as a training facility for the overall Rockwell organization, as a place for intense study on emerging technologies, product innovations, and sales and marketing understandings introduced by the Rockwell team members. Extensive upgrades in technology for large and small group video meeting and learning programs as well as electronic information display and recording tools for group work needs were imbedded in the renovation planning.

The completed renovation of the facilities instilled an image of classic but contemporary corporate learning that can be shared by both customers and internal teams.

BENEFITS & GAINS

- Maximized the use of existing infrastructure and converted tired, old facilities into highly desirable group work space
- Imbedded facilities with technology to support long distance and communications throughout the entire organization



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

Wolters Kluwer

HEADQUARTERS
CHICAGO, ILLINOIS



PROGRAM

Wolters Kluwer, an international publishing company based in Holland, relocated its U.S. Corporate Headquarters from suburban Riverwoods, Illinois to downtown Chicago. Having previously resided in the offices of its subsidiary, Commerce Clearing House, Wolters Kluwer wanted a more prominent location.

The challenge was to design an office that communicated the organizations international prestige while adhering to the Dutch tradition of understatement. SPACE created a facility of uncompromising quality and international style. Materials including figured anigre woods, stainless steel, black granite, and hand troweled fresco plaster that were seamlessly integrated to create an environment of reserved luxury.

BENEFITS & GAINS

- Reduced occupancy square feet by 25%
- Improved productivity by optimizing adjacencies and workflow
- Enhanced quality of environment, thereby improving employee morale
- Integrated latest technology systems and infrastructure throughout to accommodate current and future computer and communications requirements

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