

SPACE

CASE STUDIES
SPACE: PM





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

Allergan Pharmaceuticals

HEADQUARTERS
MEXICO CITY, MEXICO



PROGRAM

Allergan Pharmaceuticals' Latin American operations are important to the organization and emphasize the increased interest in the sales and marketing of pharmaceuticals to an emerging Latin American marketplace. The simple design uses colors and materials that are vibrant and rich in feel and in appearance. Products from Latin American providers ensured that the project was completed in less than 12 weeks from starting the design to construction completion.

After 24 months, SPACE was again retained for the expansion of the facility to accommodate an occupancy increase.

BENEFITS & GAINS

- Advanced workplace that accommodates high levels of technology and entertains potential customers
- Established Allergan image in the Latin American marketplace
- Full program management of US based real estate and facility organization

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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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Astra Pharmaceuticals

SALES OFFICES
MULTIPLE SITES

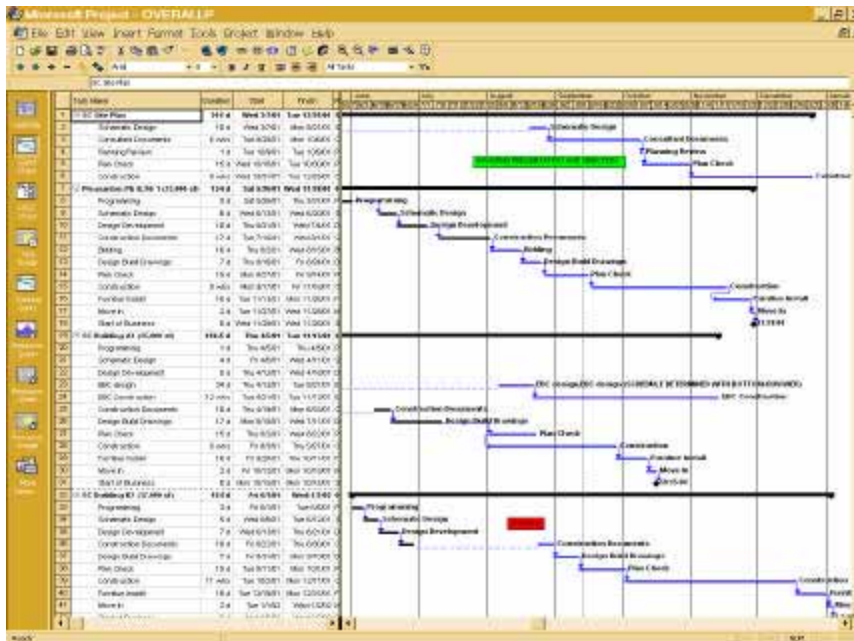
PROGRAM

SPACE was an integral member of ASTRA's program management team that organized and implemented a program of 27 sales offices throughout the US. SPACE's responsibility was to program, design and oversee construction and move-in for 13 of the sites in the West and Midwest. Projects ranged in size from 3,500 to 10,000 SF. Integral in the program was an understanding of the local client's growth and unique conditions as well as coordination of new and existing furniture and voice and data to meet the expanded space.

Projects were implemented concurrently starting with initial test fits and lease negotiations. Management included an emphasis on total customer satisfaction and acting as an advocate of ASTRA Corporate Real Estate. Integrating the corporate position drove consistency and controlled project costs.

BENEFITS & GAINS

- Common management approach created project efficiencies
- Corporate Real Estate Strategy empowered to local levels
- Aggressive program implemented on schedule and budget
- Consistency of design and furniture throughout multiple projects



AT&T

ON-CALL SERVICES NATIONAL PROGRAM



PROGRAM

SPACE has worked with AT&T since 1998, providing an array of services for their Eastern, Central and Western regions. The ability to partner with regional leaders to solve problems associated with the diverse internal organizational needs, aided in bridging workplace differences and facilitated a universal understanding of AT&T's unique national workplace needs.

Currently, SPACE is providing AT&T with architectural and engineering services, site planning (including CAFM) services and CWS (Creative Workplace Solutions) consulting.

BENEFITS & GAINS

- Tailored services to address individual regional needs, while allowing
- consistent delivery process and reducing operating expenses
- Reduced costs through the reuse of existing furniture and current
- product vendor relationships
- Implementation of interesting and refreshing design solutions on
- limited construction budgets

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Bristol-Myers Squibb

DUPONT PHARMACEUTICALS ACQUISITION

PROGRAM

Upon the interest in acquisition of Dupont Pharmaceuticals, SPACE was contracted to provide services to audit the Dupont Pharmaceuticals facility portfolio. The purpose of the audit was to inform BMS senior leadership of the condition and capacity of current assets and to be in a position to make planning decisions related to the asset acquisition. Audit components included physical assets, technology, equipment, building and environmental conditions. It summarized planning documents, surveys, visual summaries, and provided a narrative overview of issues.

A determination was made by BMS as to which properties and personnel should be retained and where consolidation was possible. The total 5 MSF overview was posted on the web and accessed via pass code, by selected personnel due to the legal need to keep data secure. The audit was prepared in a 6 week period with team of 25 That visited properties and prepared the property assessments.

BENEFITS & GAINS

- Rapid assimilation of extensive data for decision making
- Understanding of the extent of liabilities
- Preparation of an overall master plan for rapid plan deployment upon acquisition





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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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.

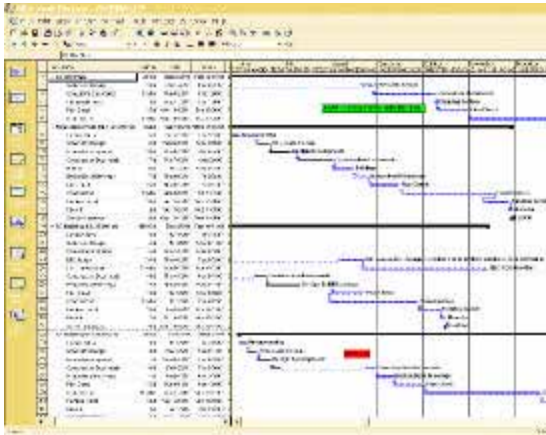


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Extreme Networks

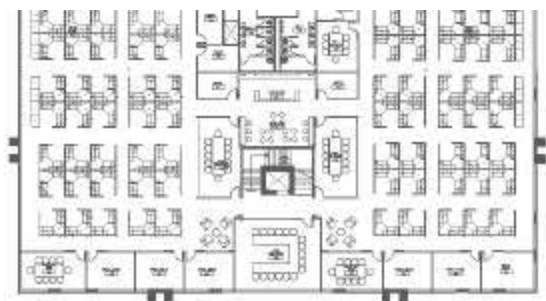
PROGRAM MANAGEMENT & FACILITIES MANAGEMENT
NATIONAL FIELD SITES



Project Fees and Budgets

Field Sites (continued)

Project Name	Project #	Start	End	Phase	Location	Contract	Contract	Contract	Contract	Contract
Project 1	100001	1/1/01	12/31/01	Phase 1	Atlanta	Contract	Contract	Contract	Contract	Contract
Project 2	100002	1/1/02	12/31/02	Phase 2	Chicago	Contract	Contract	Contract	Contract	Contract
Project 3	100003	1/1/03	12/31/03	Phase 3	New York	Contract	Contract	Contract	Contract	Contract
Project 4	100004	1/1/04	12/31/04	Phase 4	Los Angeles	Contract	Contract	Contract	Contract	Contract
Project 5	100005	1/1/05	12/31/05	Phase 5	San Francisco	Contract	Contract	Contract	Contract	Contract
Project 6	100006	1/1/06	12/31/06	Phase 6	Seattle	Contract	Contract	Contract	Contract	Contract
Project 7	100007	1/1/07	12/31/07	Phase 7	Portland	Contract	Contract	Contract	Contract	Contract
Project 8	100008	1/1/08	12/31/08	Phase 8	Denver	Contract	Contract	Contract	Contract	Contract



PROGRAM

Extreme Networks requested SPACE to perform program management and facility management for eight field office sites located throughout the United States. Typically, the sites consisted of a tenant build-out of approximately 10,000 SF. Most sites were designed by separate architects. The charge of program management was to drive consistency and coordination for furniture and teledata. Facility management assisted local users with move action items and furniture/equipment coordination.

BENEFITS & GAINS

- Overall schedule/cost reporting coupled with project team management
- Savings opportunities and efficiency among sites
- Single point of contact for multiple project players
- Experienced facility management minimized lost work time due to moves and relocation coordination
- Overall cost savings of 15-20% combining projects vs. eight autonomous projects



General Electric & GE Capital

HEADQUARTERS
MEXICO CITY, MEXICO

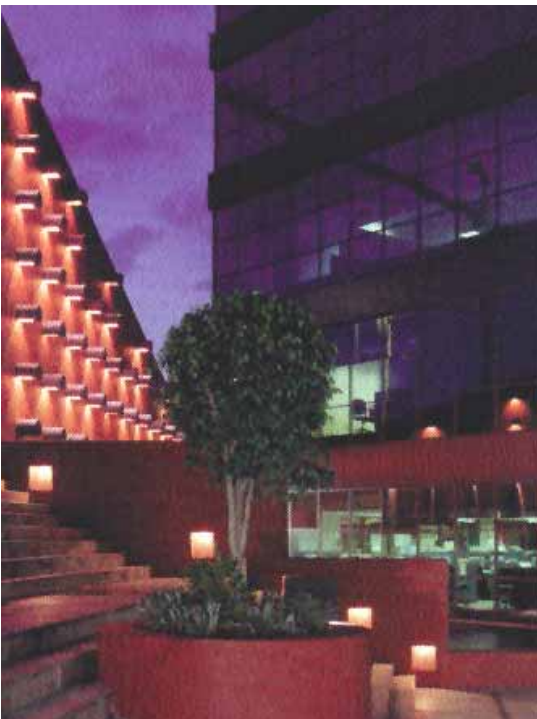


PROGRAM

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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marchFIRST

PROGRAM OF DELIVERY FOR MULTIPLE
DOMESTIC SITES



PROGRAM

MarchFIRST is an organization that melds the highly creative aspect of web visualization with the very technical skills of web implementation. SPACE's involvement with marchFIRST included a series of projects that provided overall program management services, project implementation, and interior planning strategies.

The goal was to create consistency in regard to project delivery cost, project time frames, and the overall function and image of the spaces.

BENEFITS & GAINS

- Projects were delivered within the business objectives, eliminating the need to create a large internal facility organization

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Novartis

ONCOLOGY RESEARCH GROUP RELOCATION
ROCKEFELLER PROPERTIES
FLORHAM PARK, NEW JERSEY

PROGRAM

The current East Hanover, NJ campus of Novartis reached capacity and additional space requirements were being met by the expansion of leased space off campus. SPACE was contracted to plan, design, produce contract documents, and provide project management for the construction of this 165,000 SF expansion.

The property was viewed as interim space and was seen as an opportunity to test the new planning standards developed by Novartis. The goal was to simplify the interior space planning by creating a standardized ratio of office to open work areas based on the average space occupancy throughout the campus. After testing the physical planning guidelines, they were refined for the overall planning throughout the headquarters campus as opportunities allowed.

The Rockefeller Properties space was developed within the tenant allowance as provided by the building owner. The actual effort was completed at an accelerated rate involving a 45 day programming, planning and design period, and preparing construction documents in phases for an early start on construction. The total effort was finished in less than 6 months.

BENEFITS & GAINS

- Beta testing of new universal planning concept
- Relocation without capital expense
- Rapid implementation to meet user needs
- Overall design and management of effort in support of Novartis' goals, completed without problems or issues





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 10 sites into two facilities. The result was two projects, each 100,000 SF. The consolidation was seen as an effective way to 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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TRANSFORMATION PROGRAM WESTERN MI WEST UNITE STATES



PROGRAM

With strong competition in the communications industry, WEST 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 WEST's portfolio into 11 "mega centers" encompassing 10 million SF over 11 states.

BENEFITS & GAINS

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



The implementation was designed to be sensitive to the merging cultures. Occupancy per person was reduced from 300 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.



RR Do & Sons o a REGIONAL OFFICE DESIGN MULTIPLE SITES



PROGRAM

R.R. Donnelley Sons Company is the premier North American commercial printer and information services company with nearly 100 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

SPL WorldGroup

CORPORATE GUIDELINES



PROGRAM

SPL WorldGroup, a leading international provider of information technology consulting and enterprise solutions, is focused on a series of business goals that are key drivers to the way SPL WorldGroup does business. In support of each business driver are real estate and facility issues that are critical to SPL WorldGroup Guidelines and necessitate the reduction of real estate costs. SPL WorldGroup's global market position requires that assets be managed with equal concern in all locations, creating consistency and continuity in the workplace throughout SPL WorldGroup's global portfolio.

SPACE was retained to help SPL WorldGroup define and develop corporate architectural, design, and furniture guidelines that would provide a foundation for facility planning. Multiple sites were designed and implemented in Manila, London, Paris and New Jersey, utilizing the guidelines to reflect SPL WorldGroup's culture.

BENEFITS & GAINS

- Created consistency and continuity in the deployment of space throughout the SPL WorldGroup global portfolio
- Maximized the use of space, product, and construction to deliver the most value to SPL WorldGroup and their employees
- Reinforced the SPL WorldGroup culture, translating the look, feel and manner of doing business in all spaces that SPL WorldGroup occupies

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V r i o W i r e l e s s

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- 6 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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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 organization's 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 5
- 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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