



# TRANSFORMERS *Real Estate for a New Generation*



**Carl Muhlstein**  
International  
Director  
JLL



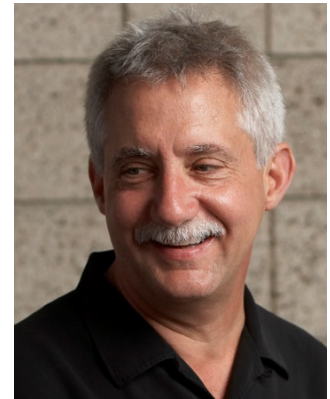
**Bobby Peddicord**  
Executive Managing  
Director, CBRE,  
Investor Services,  
Western Region



**Mike Condon Jr**  
Executive  
Managing Director  
Cushman & Wakefield



**Michael White AIA**  
Managing Principal  
Gensler



**John Clark**  
Director  
Looking

HBR.ORG

# Harvard Business Review

OCTOBER 2014



## WHY WE HATE OUR OFFICES

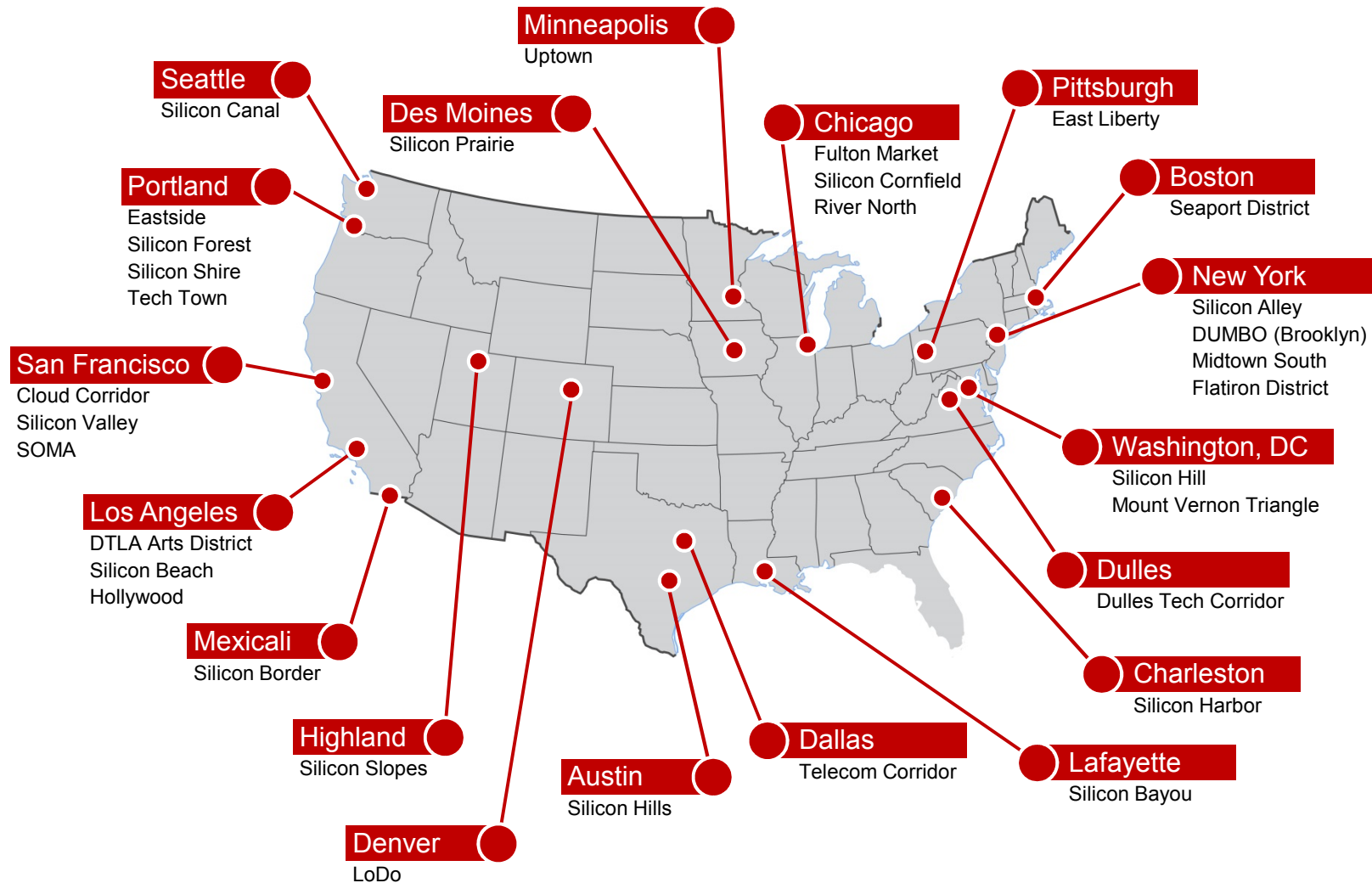
And how to build a  
workspace we can love

January 26, 2017



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# The New Silicon Valleys: Catering to a National Phenomenon



# Let's get physical

- Large vs. small floor plates
- High-rise; low-rise
- Engaging public space and activating street level
- Resurrection of the coffee shop
- Residual value of TIs
- Headroom
- Glass-line is king
- Infrastructure
- Parking, Parking, Parking



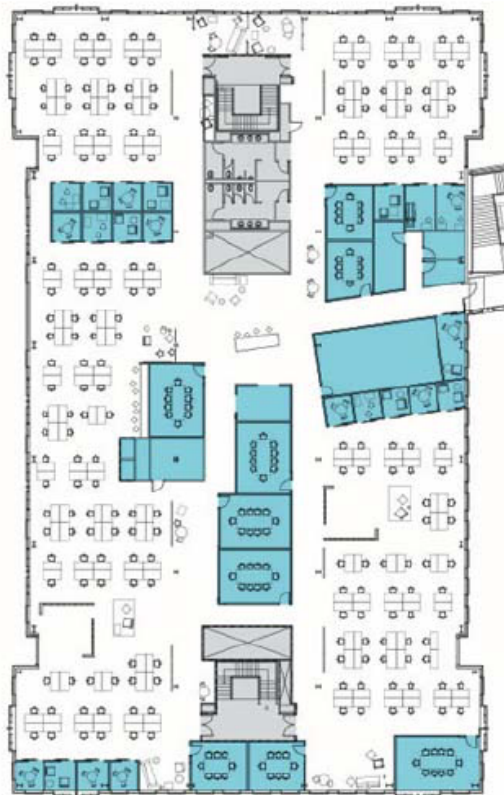


# Same floorplate; different floorplan

Sun Microsystems



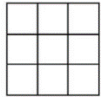
Facebook



New 435,000 SF Facebook campus in Menlo Park



# Co-working, accelerator, incubator and membership spaces



SOHO HOUSE

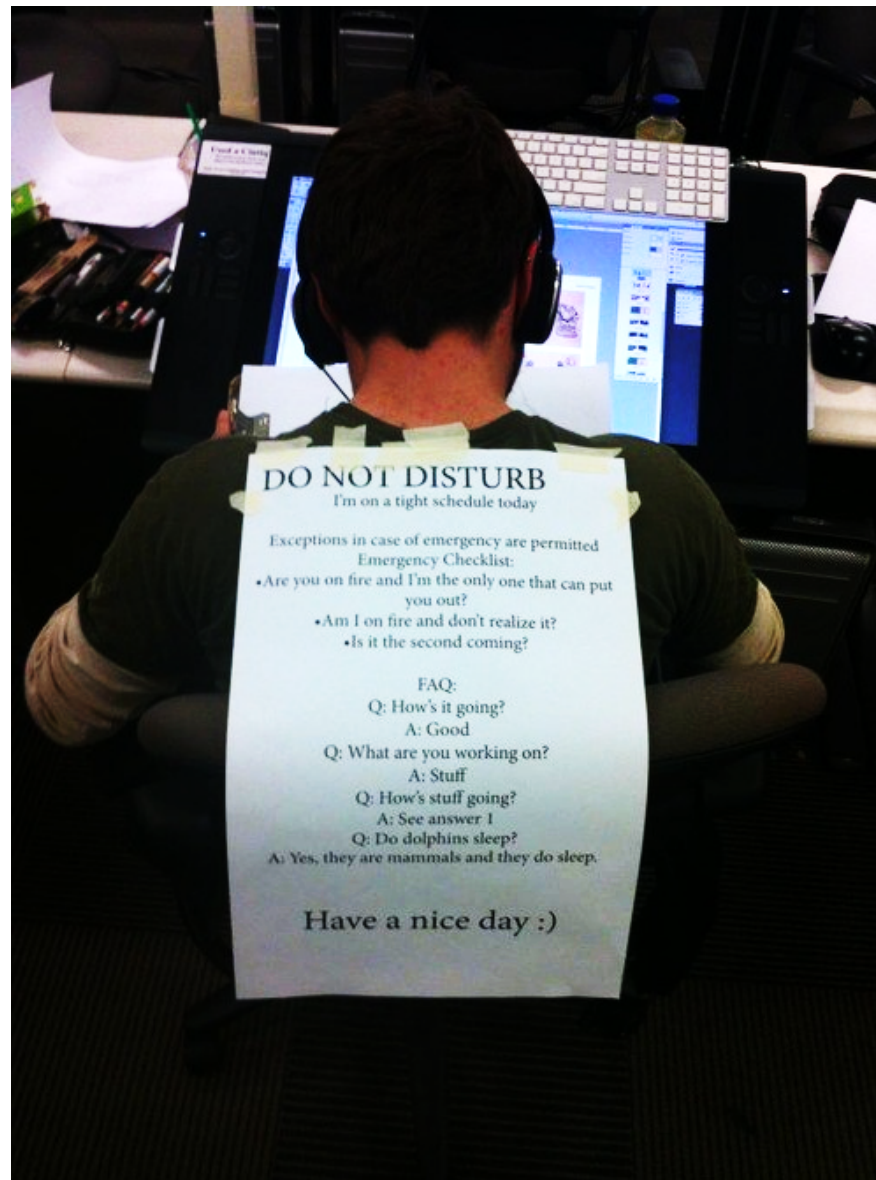


wework



MuckerLab







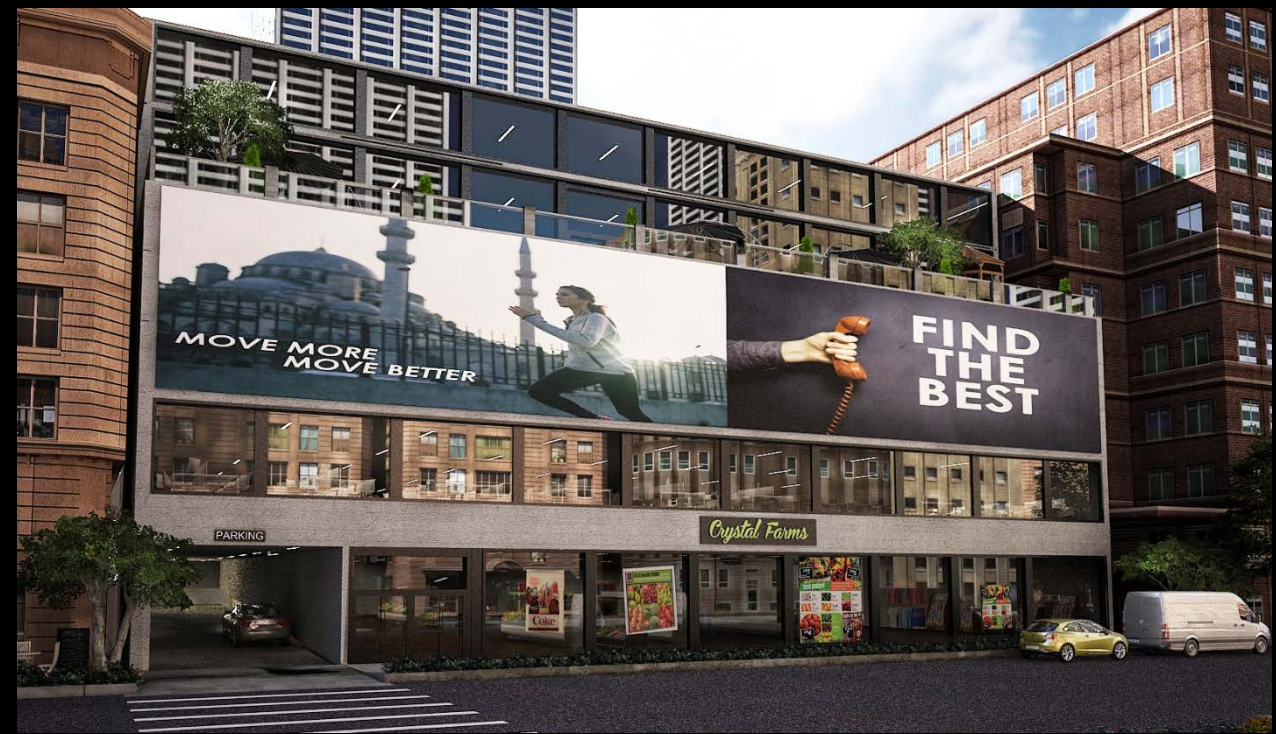
# The Morrison Hotel

## 1246 South Hope Street





# The Broadway Mall 440 South Broadway





510 South Broadway





# The Merritt Building

## 8<sup>th</sup> & Broadway





# Hoxton Hotel

## 1060 South Broadway





# The Case/Proper Hotel 1106 South Broadway



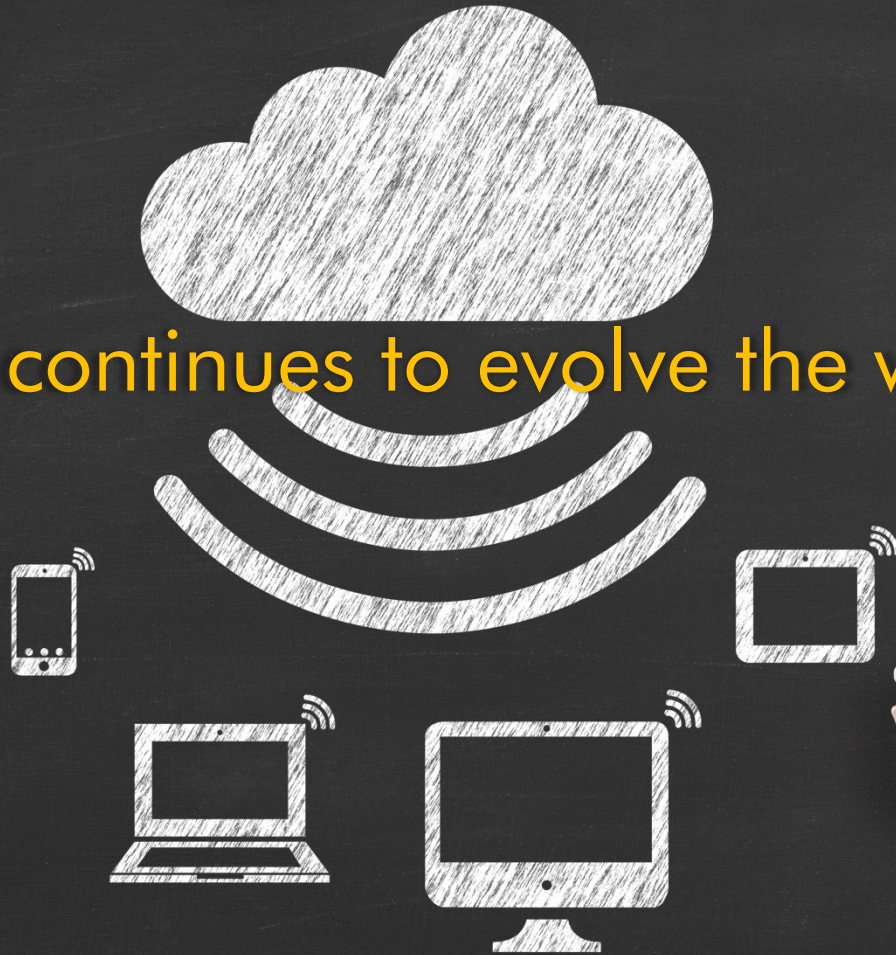


# Title Insurance Building 433 South Spring Street





Technology continues to evolve the way we work.





# DOWNTOWN LOS ANGELES



# THE FIRST WELL™ CERTIFIED OFFICE



- LEED Platinum Certified Building
- LEED Gold Certified Tenant Improvements
- WELL Certified Tenant Improvements
- Red List compliant materials


- Outdoor air flow at all times
- UV treatment & activated carbon filtration
- CO<sub>2</sub> and relative humidity monitoring
- Circadian Lighting System™

- Aromatherapy
- Well cleaning protocol

# EMPLOYEE RESULTS ONE YEAR LATER

 **90%** WOULD NOT GO BACK TO THE OLD WAY OF WORKING

 **83%** FEEL MORE PRODUCTIVE

 **90%** WOULD RECOMMEND THE WORKPLACE 360 APPROACH TO COLLEAGUES AND FRIENDS

 **86%** FELT THEY HAD AMPLE ACCESS TO FOCUSED OR PRIVATE SPACE


 **92%** FEEL HEALTHIER IN THE NEW WORKPLACE

 **89%** SAID THAT THEY ARE ENABLED TO TO WORK ANYWHERE, AT ANYTIME

 **100%** AGREE THAT CLIENTS ARE INTERESTED IN OUR NEW WAY OF WORKING

 **87%** SAID THE NEW ENVIRONMENT HAS HELPED GENERATE BUSINESS

 **93%** SAID THAT THEY ARE ABLE TO MORE EASILY COLLABORATE WITH OTHERS

 **94%** SAID THAT THE NEW SPACE HAS A POSITIVE IMPACT ON THEIR BUSINESS PERFORMANCE



# GLENDALE MASONIC TEMPLE





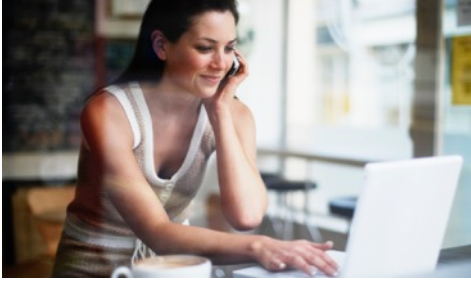
# GLENDALE MASONIC TEMPLE

## FIVE-STAR SERVICE FOR ALL EMPLOYEES

- + Grocery shopping
- + Dry-cleaning drop-off and pick-up
- + Car wash
- + Valet parking
- + In-office dining arrangements for meetings
- + Vacation planning and travel arrangements
- + Apartments for employees and clients
- + Translation services



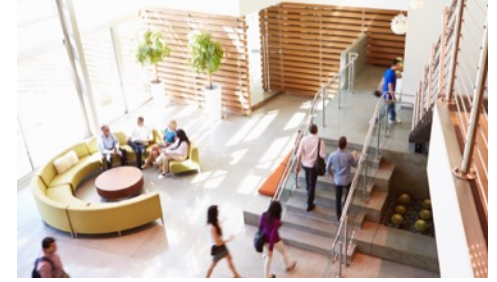
# CHANGE DRIVERS



employees



identity



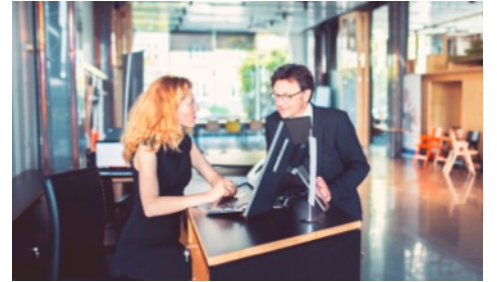
community



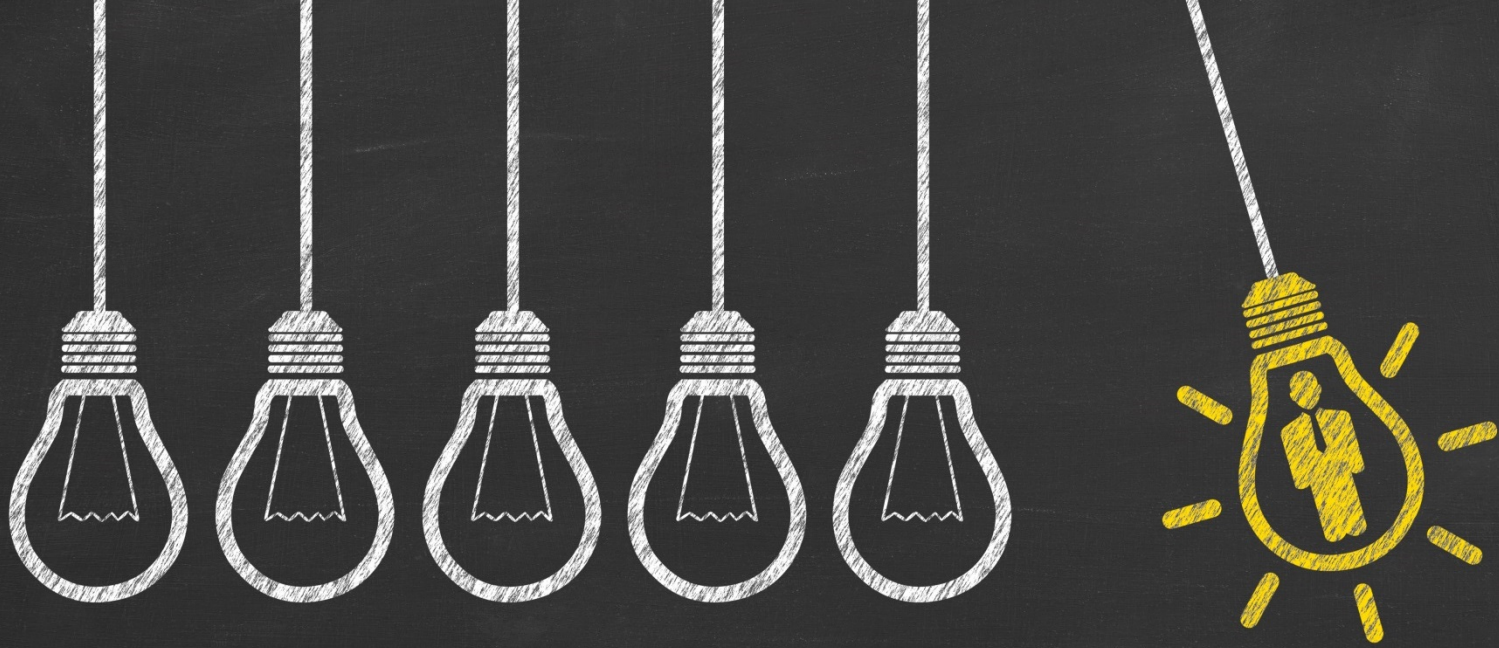
wellness & sustainability



collaborative space



concierge services



People come first.





# CoreNet

*Positioning Real Estate Assets*

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PRESENTED BY MICHAEL WHITE  
JANUARY 26, 2017

**Gensler**



# WHAT IS DRIVING DEVELOPMENT?

Gensler

## MEDIA + TECHNOLOGY

### >> CONTENT CREATORS & PROVIDERS <<

Digital Content Capture

Film and Television

Internet

Print Media / Publishing

Social Media

Music

Digital Streaming

Video Gaming

Radio, Broadcast and Cable

Telecommunications

Advertising

Cloud



# WHO IS DRIVING DEVELOPMENT?

Gensler



U B E R

Google

The Walt Disney Company

P I X A R

LIVE NATION

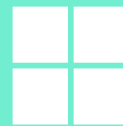
in

NETFLIX

hulu

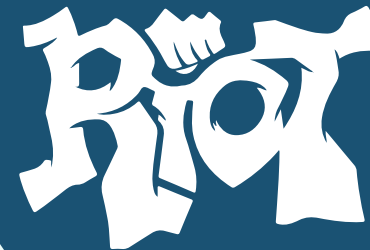
Oculus

YAHOO!



Red Bull

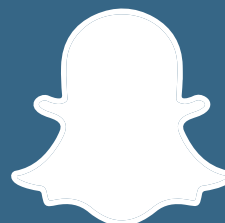
f



Zappos.com

SONY  
PICTURES

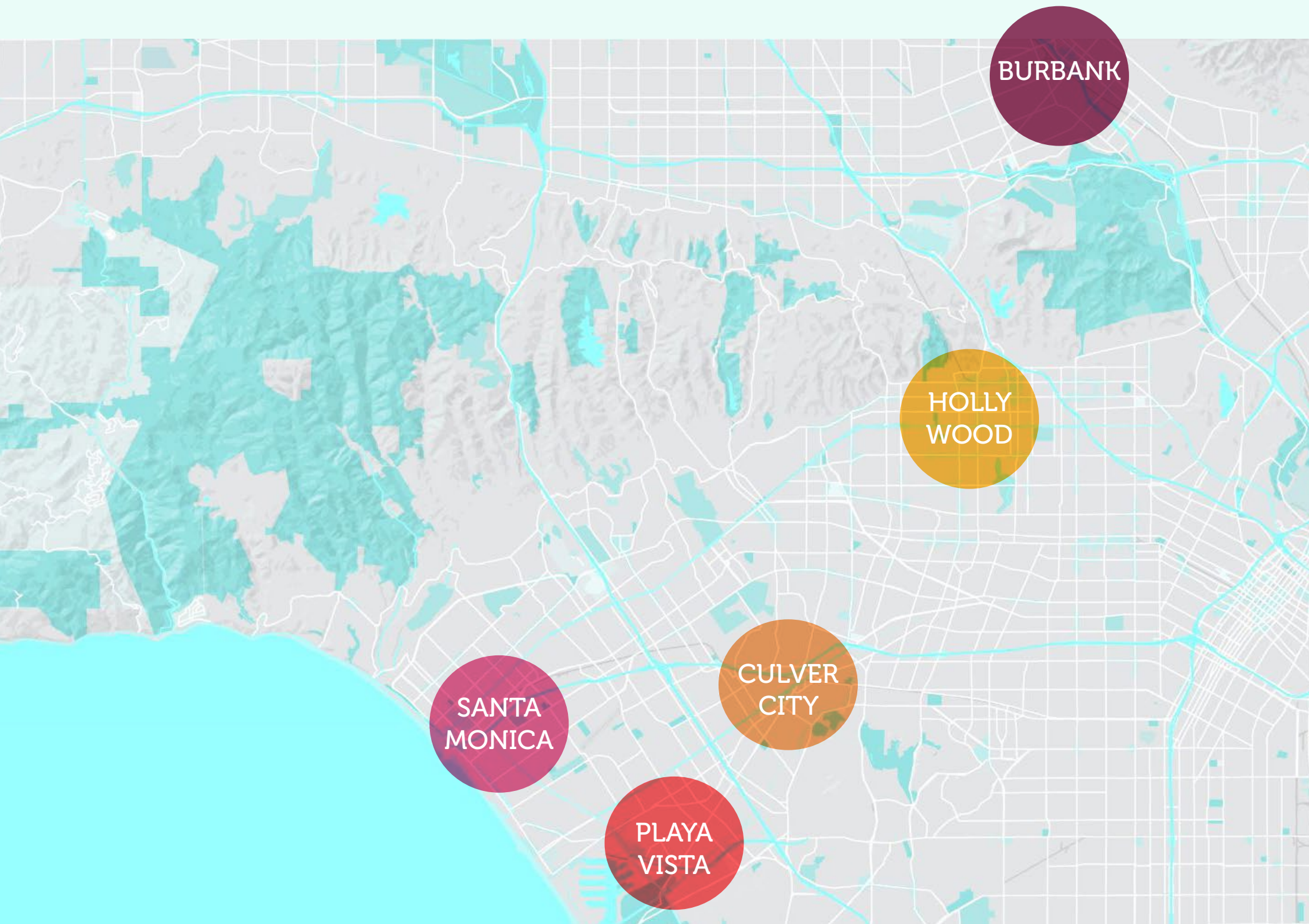
HBO



21ST  
CENTURY  
FOX

# WHERE IS THE MEDIA + TECHNOLOGY DEVELOPMENT?

Gensler



- 1 Santa Monica
- 2 Playa Vista
- 3 Culver City
- 4 Hollywood
- 5 Burbank
  - Warner Bros
  - Disney
  - Comcast - NBC Universal



# KEY ISSUES

Gensler

INNOVATION WORK-LIFE INTERACTION  
TECHNOLOGY PEOPLE WELL-BEING  
AMENITIES RECRUITMENT AND RETENTION  
FLEXIBILITY ENABLING TALENT SPEED OF CHANGE  
HIGH-PERFORMANCE GLOBAL COLLABORATION  
EXPANSION/CONTRACTION

# WHAT'S DIFFERENT?

Gensler

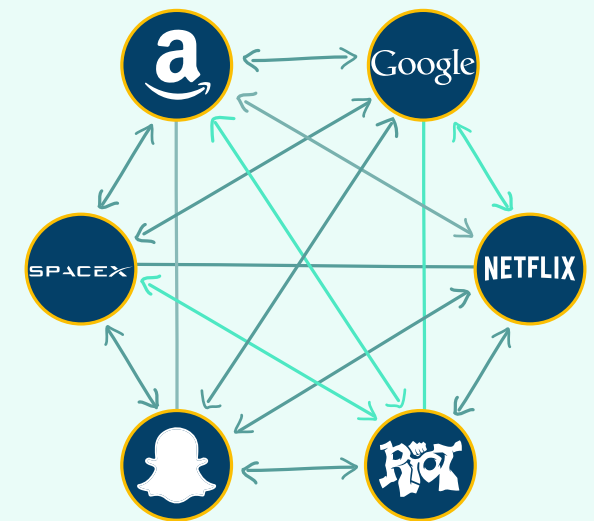
TECHNOLOGY  
LIBERATES



SPEED OF CHANGE



TALENT DEMAND





# THE DEMAND FOR TALENT

Gensler

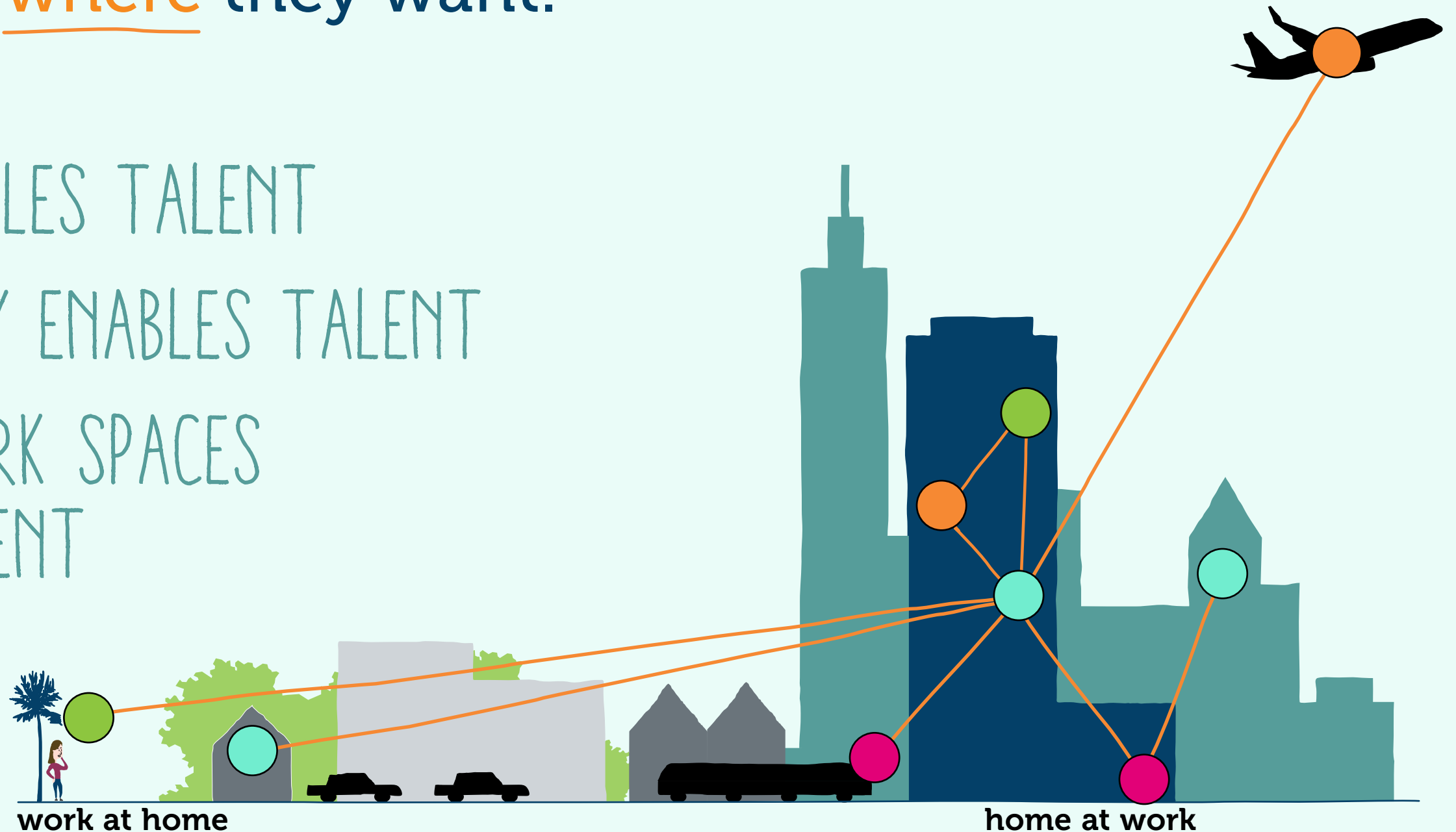
...is driving everything.

- \* RECRUITING TALENT
- \* RETAINING TALENT
- \* ENGAGING TALENT
- \* ENABLING TALENT



...to innovate where they want.

- \* CHOICE ENABLES TALENT
- \* TECHNOLOGY ENABLES TALENT
- \* DIVERSE WORK SPACES ENABLE TALENT



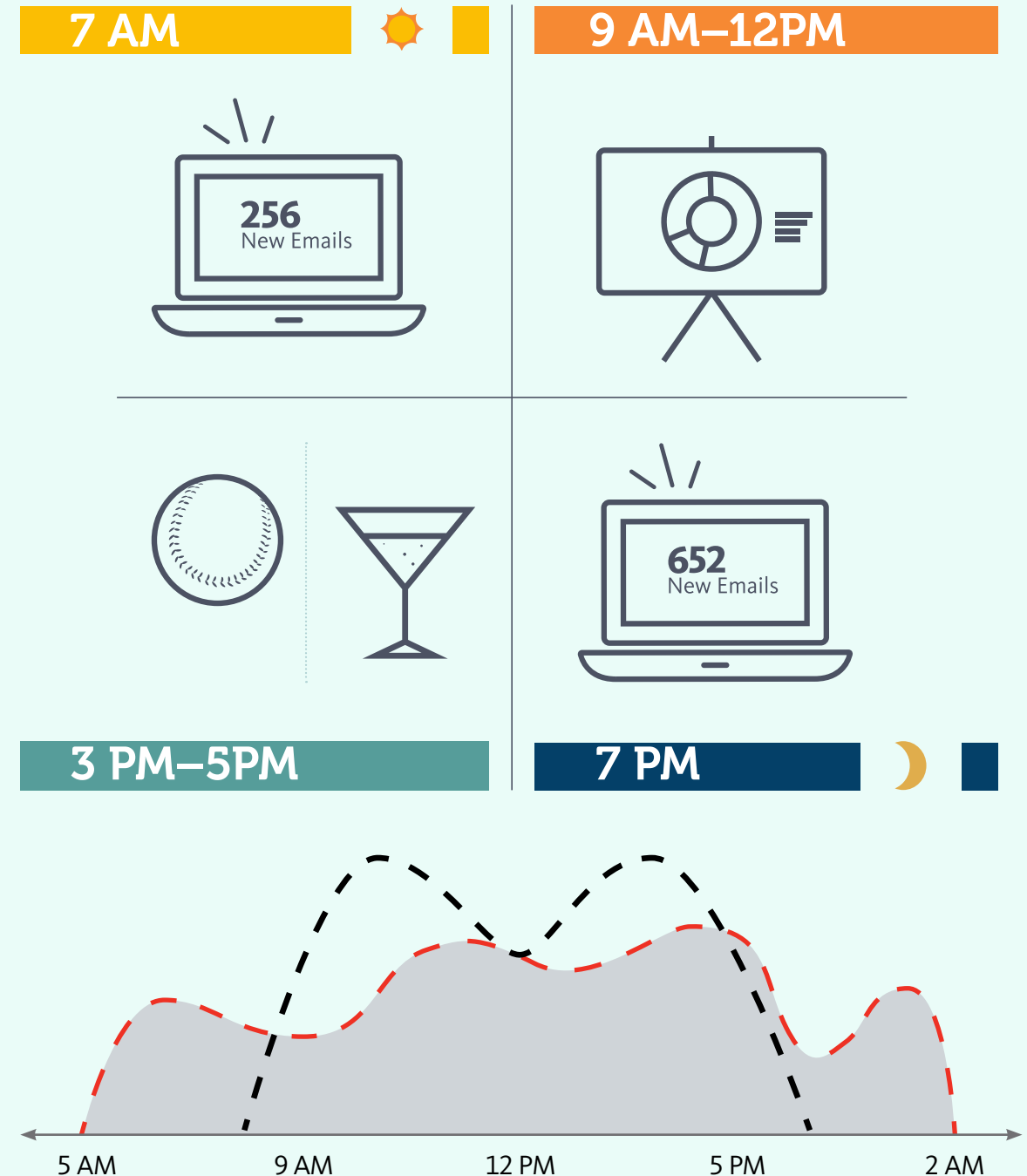


# ENABLING TALENT

Gensler

...to innovate when they want.

- \* CHOICE ENABLES TALENT
- \* TECHNOLOGY ENABLES TALENT
- \* DIVERSE WORK SPACES ENABLE TALENT

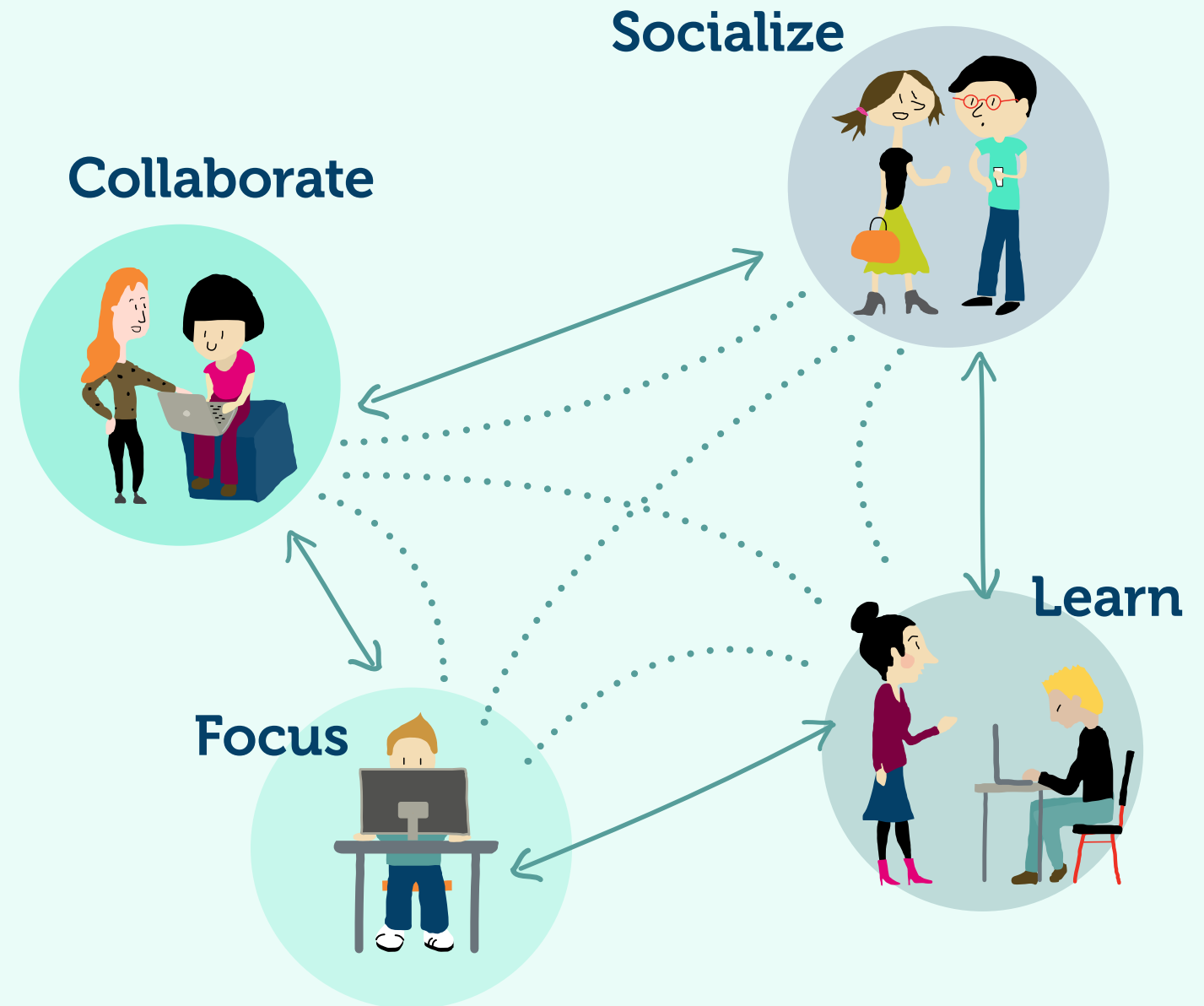


# ENABLING TALENT

Gensler

...to innovate how they want.

- \* CHOICE ENABLES TALENT
- \* TECHNOLOGY ENABLES TALENT
- \* DIVERSE WORK SPACES ENABLE TALENT





# WORKPLACE ATTRIBUTES

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Personal Entry.  
Front Door.



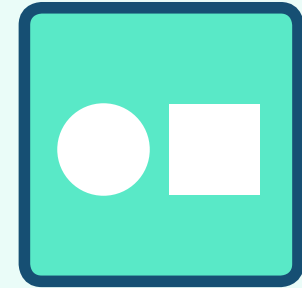
Personal  
Amenities.



Domestic  
& Informal Spaces.



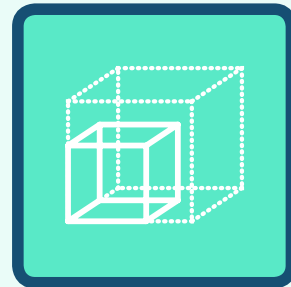
Expandability.  
Flexibility.



Diversity.  
Variety.



Authenticity.



Volume.



Operability.  
Hackability.  
Adaptability.



Cross-Programming.  
Repurposed.



Inspiration.



**Gensler**

  
**IDS**  
REAL ESTATE GROUP



# **IDEAS for Spaces**

**Branding Workspace Environments  
to answer New Expectations**





**FACTORY SPACE TO  
CREATIVE SPACE**

**THE RESERVE**

looking





THE MARINA



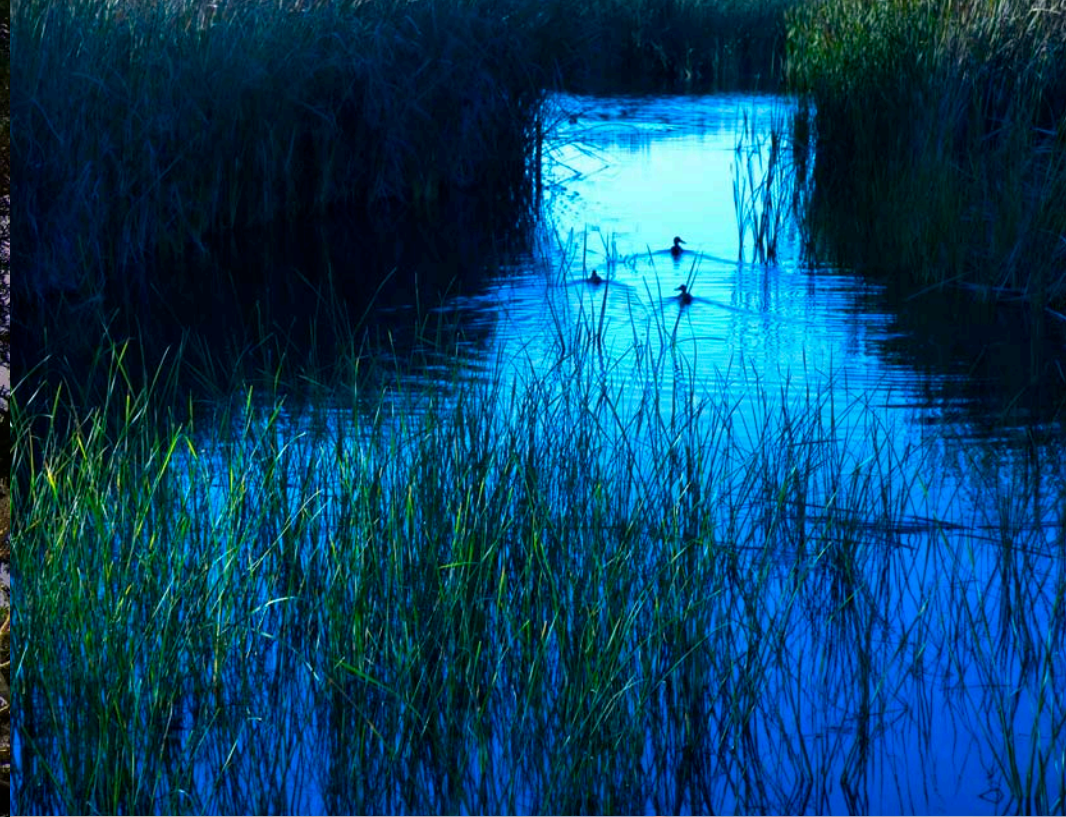
Looking



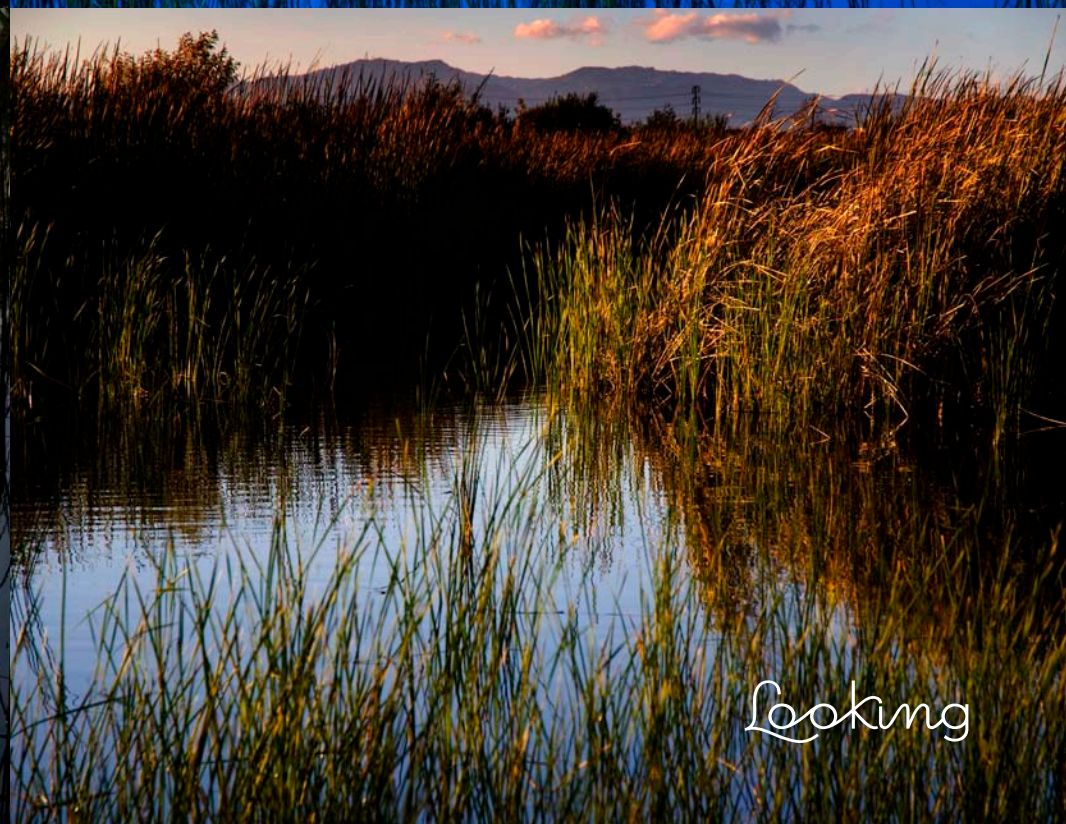


Looking





# THE WETLAND



Looking





**THE BEACH**







600 TREES

Looking



# Playa Vista Project Name Development

[workspace]

**ATELIER**  
PLAYA VISTA

**ARENA** LOS ANGELES

**COLONY**  
— LOS ANGELES —

[wetland]

**HABITAT**  
LOS ANGELES

**SANCTUARY**  
LOS ANGELES

**SHELTER**  
Los Angeles

[water adjacent]

**ACQUA**  
LOS ANGELES

**LIDO**  
LOS ANGELES

**AQUATIC**  
LOS ANGELES

**Neptune**  
LOS ANGELES

[location]

**APEX**  
PLAYA VISTA

**BEACON**  
LOS ANGELES

**HORIZON**  
LOS ANGELES

**EXCHANGE**  
LOS ANGELES

**JUNCTION**  
LOS ANGELES

**OUTLOOK**  
LOS ANGELES

**Preserve**  
LOS ANGELES

**Reserve**  
LOS ANGELES

**Conserve**  
LOS ANGELES

**Enclave**  
LOS ANGELES

**Reserve**  
LOS ANGELES

[post office legacy]

**POSTBOX**  
PLAYA VISTA

**ANNEX**  
PLAYA VISTA

**ANEXT**  
PLAYA VISTA

Looking





**BEFORE**

*Looking*





13031

**AFTER**

Looking





**BEFORE**

*Looking*





the reserve

23

22

**AFTER**

Looking





**HIGH ACTIVITY**

Looking





**ACTIVITY**

Looking





**LOW ACTIVITY**

*Looking*



**the reserve**





Looking



*the reserve*

LOS ANGELES  
*Looking*





13031

the reserve

Looking



1303

Looking





the reserve

- W Worthen Real Estate Group SPACE 100
- Microsoft SPACE 200
- team one SPACE 300
- verizon SPACE 400

Looking



Looking





## **TRANSFORMERS** *Real Estate for a New Generation*



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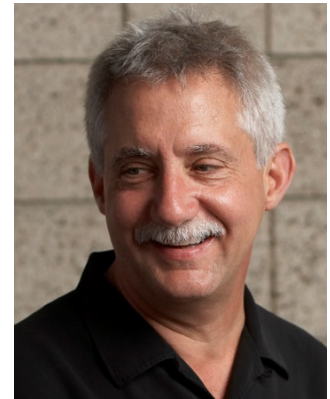
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**John Clark**  
Director  
Looking