

**stripe**

**DESIGN GUIDELINES + ARCHITECTURAL STANDARDS**

PROPOSAL  
11.24.15

**MMOSER**ASSOCIATES 

# OUR APPROACH

COMPLETED IN  
STRIPE HQ4.0  
SCOPE

## 1. Data Gathering

Also called the “Discovery” phase, is the time when we ask questions and collect information.

## 2. Analysis

We sort, collate and compare the data with frameworks, experience and working theories.

## 3. Findings

The results of analysis are summarised to give clear information which can define the output.

## 4. Recommendations

The important bit, where information is distilled into an action plan – or in this case a design guide.

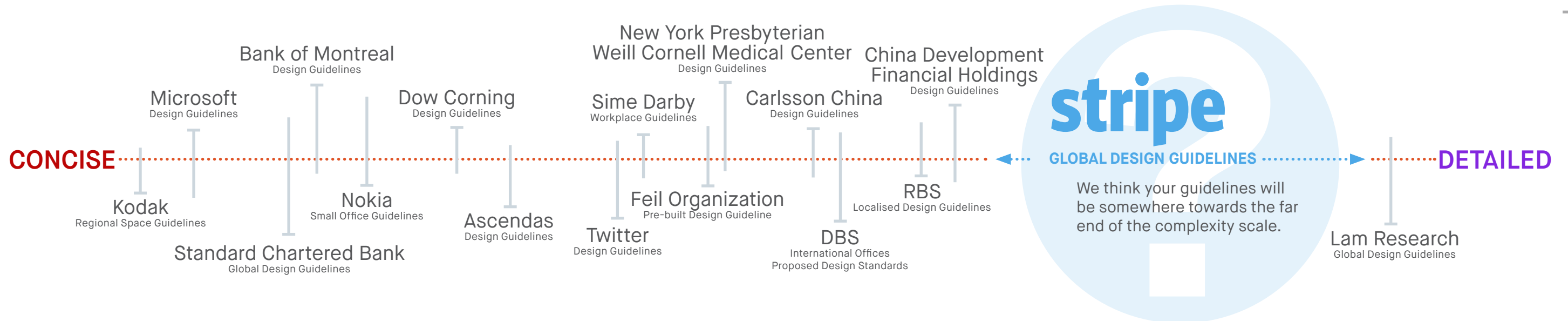
To be completed in tandem with Stripe HQ4.0 planning + SD phase.

Additional resources will be required for documentation (services outlined in this proposal).

# THE SPECTRUM OF DESIGN GUIDELINES

## A SCALE OF COMPLEXITY

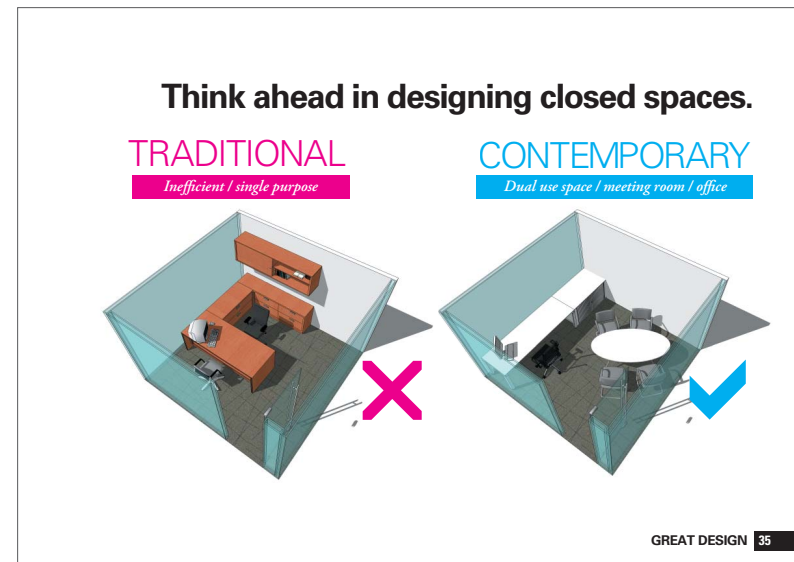
Our design guidelines vary in style from simple to complex, concise to detailed, as shown on the scale below. We think your guidelines will be somewhere between the two end points.



## CONCISE CASE STUDY

### WPP THE DESIGN GUIDELINES THINK BOOK

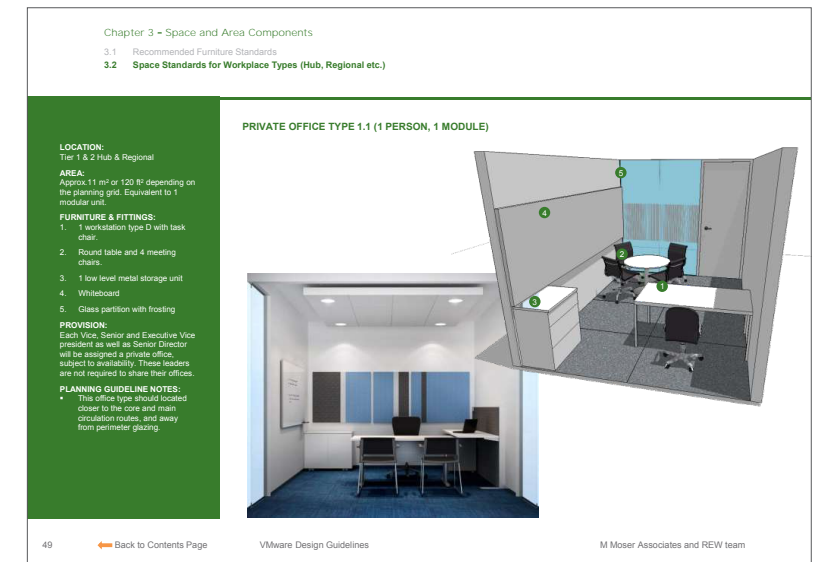
A high level document aimed to give broad direction and priorities to managers when they initiate workplace projects (see full case study p5).



## DETAILED CASE STUDY

### VMWARE GLOBAL DESIGN GUIDELINES

A detailed guide which acts as a reference for all real estate managers, and takes them through all aspects of a workplace project (see full case study p7).



# CASE STUDIES

EXAMPLES OF PDF vs. ONLINE VERSIONS



### WPP ASIA PACIFIC OFFICES

WPP was looking to create a new tool, one with more appeal and interest to engage business leaders at the onset of projects, providing them with a framework and a tool to better understand workspace design and how it helps achieve business objectives. The Design Guidelines Think Book is available for WPP's regional Real Estate, Finance and Admin within the group as well as external service providers.

### Think ahead in designing closed spaces.

**TRADITIONAL**  
*Inefficient / single purpose*

**CONTEMPORARY**  
*Dual use space / meeting room / office*

### Design for the FUTURE, not for TODAY.

**TODAY**  
6 workstations

**TOMORROW**  
8 workstations

**FUTURE**  
10 workstations

**FUTURE-PROOF DESIGN**  
*design expandable clusters that allow extra positions and desks to be added easily*

**10m<sup>2</sup> per head achieves...**

- Planned with organic expansion in mind
- Delivers savings in overall rental costs
- Reduces waste and energy consumption
- Facilitates highly-flexible modular layouts
- Sufficient space for today's business needs
- Lower fit-out costs / more resources for shared spaces
- Accommodates private spaces and shared facilities (meeting rooms, IT, etc)

SPACE NEEDS 25

### When planning workspace, think, how do we work?

- Cost *versus* productivity
- Head down quiet work *versus* collaborative space
- Paper storage *versus* virtual storage
- Private spaces within open areas
  - Phone booths / hush rooms
- Conflict management (*separation of teams*)
- Catering for various work styles

WORKSPACE 17

### What's driving this change?

- The way we work is *evolving*
- Technology* becomes portable and ubiquitous
- Communication* is universally accessible
- People are *collaborating* more
- Sustainability* is part of the business case
- Economics and marketplaces change with *rapid speed*
- Clients* create the need for change

**Step 1: Initiation**

- Evaluate the trigger for a project (*lease expiry, growth / contraction, real estate cycle*)
- Importance of planning
- 8-11 month lead times are a minimum to create options
- Obtain regional management and write case buy-in at the outset
- Review and exhaust all co-location opportunities

*Outcomes: secure a mandate for the project*

**Step 2: Strategy & Team Assembly**

- Agree upon the project strategy and goals
- Use the business model template to set parameters
- Undertake preliminary say versus go analysis
- Establish the timeline
- Engage the team
  - Internal stakeholders and core
  - Real estate advisers • Designers
  - Project managers • Construction managers
  - IT specialists • Engineers • Quantity surveyors
  - Change management • Workplace consultants

*Outcomes: identify delivery approach and processes*

**Step 3: Search & Preliminary Negotiations**

- Create multiple options
- Search the market broadly
- Compare and contrast options
- Test plan alternatives
- Preliminary due diligence (*technical, physical, financial*)
- Identify and address risks
- Use time to improve offers
- Create competitive tension

*Outcomes: review of all opportunities available*

**Step 4: Due Diligence & Final Negotiations**

- Engage regional / global CRO and WPP case for endorsement
- Use due diligence to improve final offers
- Select preferred *and* fall back options
- Finalise the business model, aiming to achieve benchmark metrics
- Legal review of the letter of offer (*if applicable*)

*Outcomes: robustly considered options*

- #Advertising
- #Location
- #Dynamics
- #Balance
- #162kEmployees

# Lam Research STANDARDS



## GLOBAL LOCATIONS

Design guideline for all upcoming renovations, new-builds, or refreshes of Lam Research's corporate office spaces. The goal was to create a workplace environment where successful people wanted to work; to create effectively designed spaces that preserve Lam Research's identity, that both visually and spatially connect with Lam Research's corporate values.

CASE STUDY

### 2. Branding / Look & Feel

The Lam Research Experience should convey a space which is at once:

- logical
- structured
- controlled
- serious
- transparent
- open
- secure
- protected
- proprietary
- refined
- reserved

The palette shown reflects Lam Research's mature, intelligent attitude to space and work. It covers a spectrum of materiality to adopt into the workplace design, ranging from a more refined attitude to a more dynamic one.

For work settings that influence a more quiet or formal behavior, for example the Library or Boardroom, the more refined side of the palette is appropriate. For active zones such as the Fitness Center and Town Hall space, the dynamic side of the palette is more appropriate. Spaces like the workstation zones and meeting spaces may fall somewhere in the middle of the spectrum.

12 | Lam Research | Global Design Guidelines | v.1.1 | 2015-05-22 | Branding / Look & Feel | MMOSERASSOCIATES | 13

### Huddle Room (3-5P)

fun, decorative pendant light fixture

12'

10'

**RECOMMENDATIONS**

Huddle Rooms are bookable meeting spaces for conference calls and internal group collaboration.

Key elements to be incorporated:

- full height glass front with glass door (black frame)
- privacy film on glazing (typically a frosted film from 30" above finished floor to 60" above finished floor - see page 23 for sample finishes)
- magnetic back-painted glass panels for writing
- 2 adjacent walls with acoustic finish
- acoustic ceiling
- fun, decorative pendant light fixture
- accent color

**PLANNING AND ADIACENCIES**

Huddle Rooms should be well distributed across the open plan, and in close proximity to teams.

44 | Lam Research | Global Design Guidelines | v.1.1 | 2015-05-22 | Meeting Spaces | MMOSERASSOCIATES | 45

### 9. Lobby / Reception Areas

When creating lobby / reception areas, the Lam Research Experience (see pages 12-13) is most critical, as these are the first spaces for Lam Research to make an impression with guests, visitors, and prospective talent.

**RECOMMENDATIONS**

Lobby spaces are unstaffed waiting areas, while Reception Areas are hosted by a receptionist, complete with a check-in / reception desk, waiting space, and digital displays. A sample layout is shown on the left, and in the next two pages.

Key elements to be incorporated:

- a refined, reserved, but welcoming look and feel
- higher end materials to convey appropriate sophistication and achievement, without looking too expensive
- blond timber floor finish
- accent lighting over reception desk and seating areas
- accent carpet under seating areas

**INFRASTRUCTURE**

	LIGHTING (footcandles)	ACOUSTICS (NC)
Lobby / Reception	<ul style="list-style-type: none"> <li>20 general</li> <li>28 over reception desks and interactive displays</li> </ul>	35-40

**NOTES:**

- please refer to local codes for energy requirements, which may suggest more complex requirements for lighting e.g. California Title 24
- please coordinate placement of switches and outlets with color back glass / tv screen / fabric panel locations

**PLANNING AND ADIACENCIES**

The office areas should be fully secured from the Lobby / Reception Areas.

Lobbies should be no smaller than 100sf.

Reception Areas should be no smaller than 400sf.

74 | Lam Research | Global Design Guidelines | v.1.1 | 2015-05-22 | Lobby / Reception Areas | MMOSERASSOCIATES | 75

### ENCLOSED OFFICES

Recommended for: Executives, Directors

10'

12'

60"

30"

**RECOMMENDATIONS**

Enclosed offices should be no larger than 120sf. A sample furniture layout is shown on the left. This type of arrangement supports open-door policies, side-by-side working / mentoring, and enables the room to be used as a meeting space when unoccupied.

Key elements to be incorporated:

- accent wall
- tackable acoustic panel
- full height glass front with glass door (black frame)
- privacy film on glazing (typically a frosted film from 30" above finished floor to 60" above finished floor)

**PLANNING AND ADIACENCIES**

Enclosed offices should be:

- located inbound, or off the window line
- near and oriented to respective teams

For Bay Area and Tualatin locations, the ratio of enclosed offices to open workstations is 13% - 18%, i.e. for 200 seats, that's 26 enclosed offices. The number of enclosed offices in Field Office locations is dependent on the user groups.

Should Directors opt to be out of offices, please refer to pages 24-25, 28-29, and 36-37 for information on how to support their work needs in the open plan.

28 | Lam Research | Global Design Guidelines | v.1.1 | 2015-05-22 | Individual Spaces | MMOSERASSOCIATES | 29

### MULTI-PURPOSE ROOM (18-36P)

interactive video wall (e.g. Pivvum)

32'

20'

stackable chairs and 5' x 30" tables promote a flexible meeting space

banquette seating at the back

**RECOMMENDATIONS**

Multi-Purpose Rooms are bookable meeting spaces for extra large conferences, training, workshops, and large events.

The furniture in these rooms should be movable, and the room should be accompanied by a storage room to hide the furniture when not needed.

Key elements to be incorporated:

- full height glass front with glass door (black frame)
- privacy film on glazing (typically a frosted film from 30" above finished floor to 60" above finished floor - see page 23 for sample finishes)
- magnetic back-painted glass panels for writing
- 2 adjacent walls with acoustic finish
- acoustic ceiling
- credenza with a horizontal surface to serve catered food for lunch meetings
- banquette seating along the back of the room for additional seating capacity
- accent color

**PLANNING AND ADIACENCIES**

Multi-Purpose Rooms should be centrally located and accessible to teams within the building, as well as to groups from other buildings.

It is worth considering locating the room next to a Town Hall (see pages 58-61) with an operable wall system instead of a full height glass front, so that it can open up to create an even bigger event space.

ALTERNATIVE LAYOUTS: This room can be set up for training or workshop-type meetings.

52 | Lam Research | Global Design Guidelines | v.1.1 | 2015-05-22 | Meeting Spaces | MMOSERASSOCIATES | 53

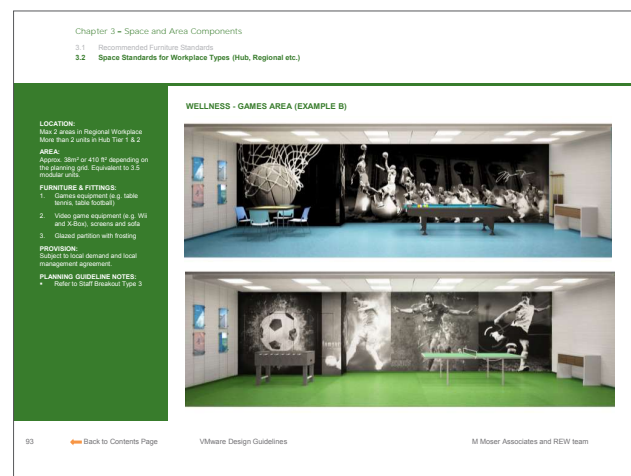
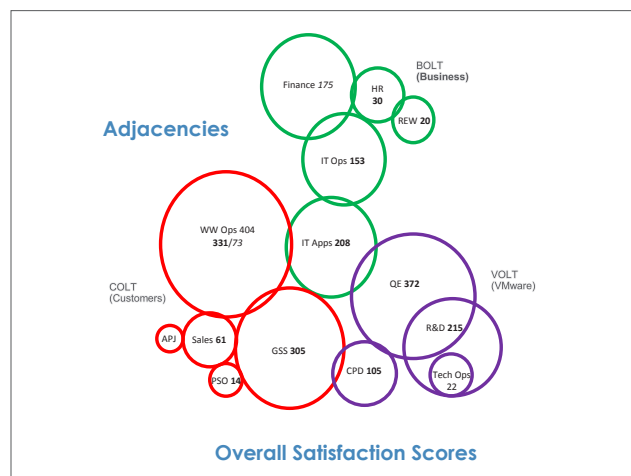
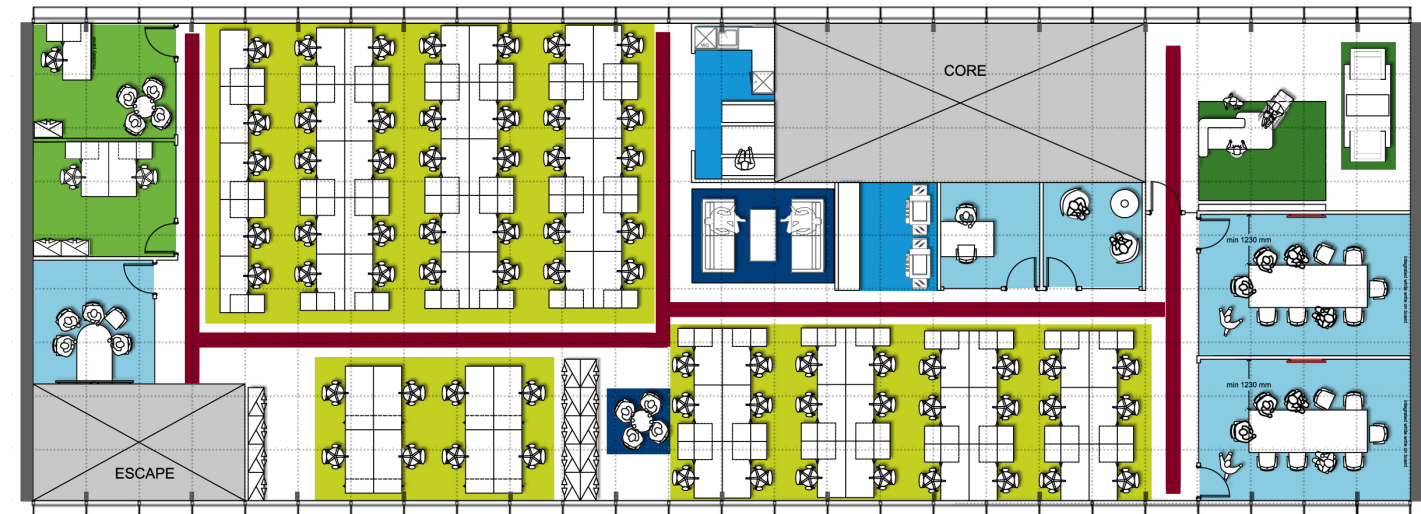
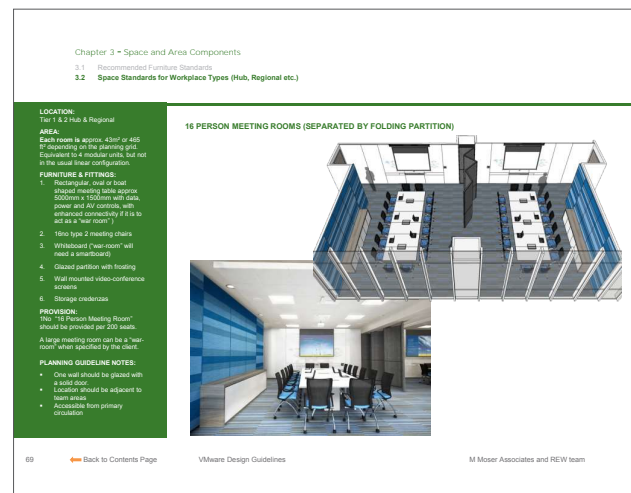
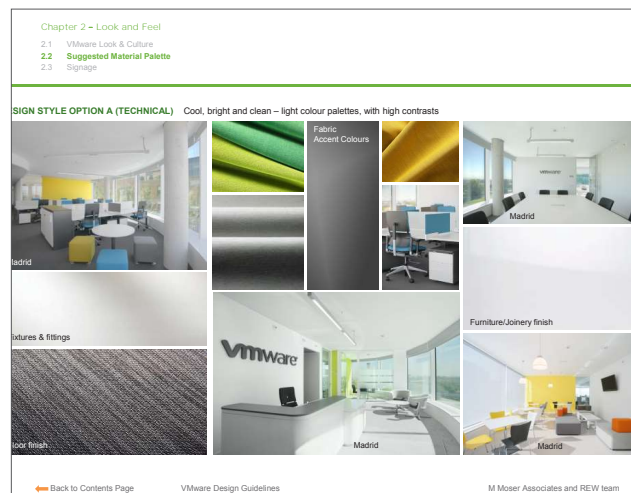
# VMware

## DESIGN GUIDELINES + STANDARDS



### GLOBAL LOCATIONS

VMware needed to improve the delivery of workplace accommodation in all regions as they grew in size and headcount. The global design guidelines cover the entire delivery path from briefing to decoration, and included chapters on technical aspects such as environmental engineering, sustainability, branding, security, AV and IT. It also includes the business values and culture that the guidelines have responded to. The process was very collaborative, with interviews attended by real estate personnel, and some technical chapters contributed by VMware people. The end product was easily adopted by VMware REW staff because they owned it through their continuous involvement. We incorporated some existing guidance that had been developed internally, and developed new ones to a high level of detail. This way we avoid re-inventing the wheel, and have a product owned by both parties.



- #Engineering
- #ChangeManagement
- #MultipleGlobalLocations
- #EmployeeFeedback
- #WorkplaceStrategy

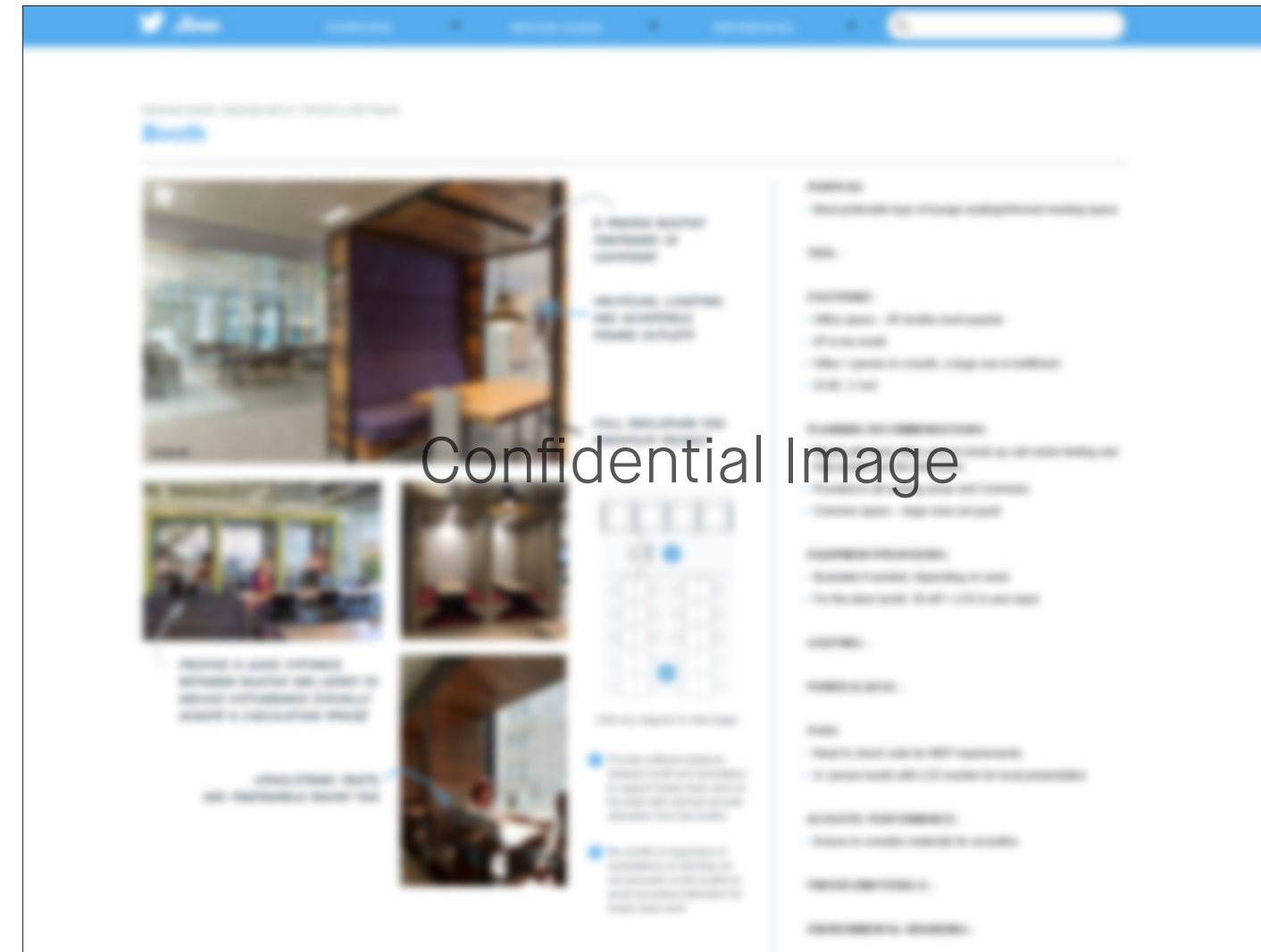
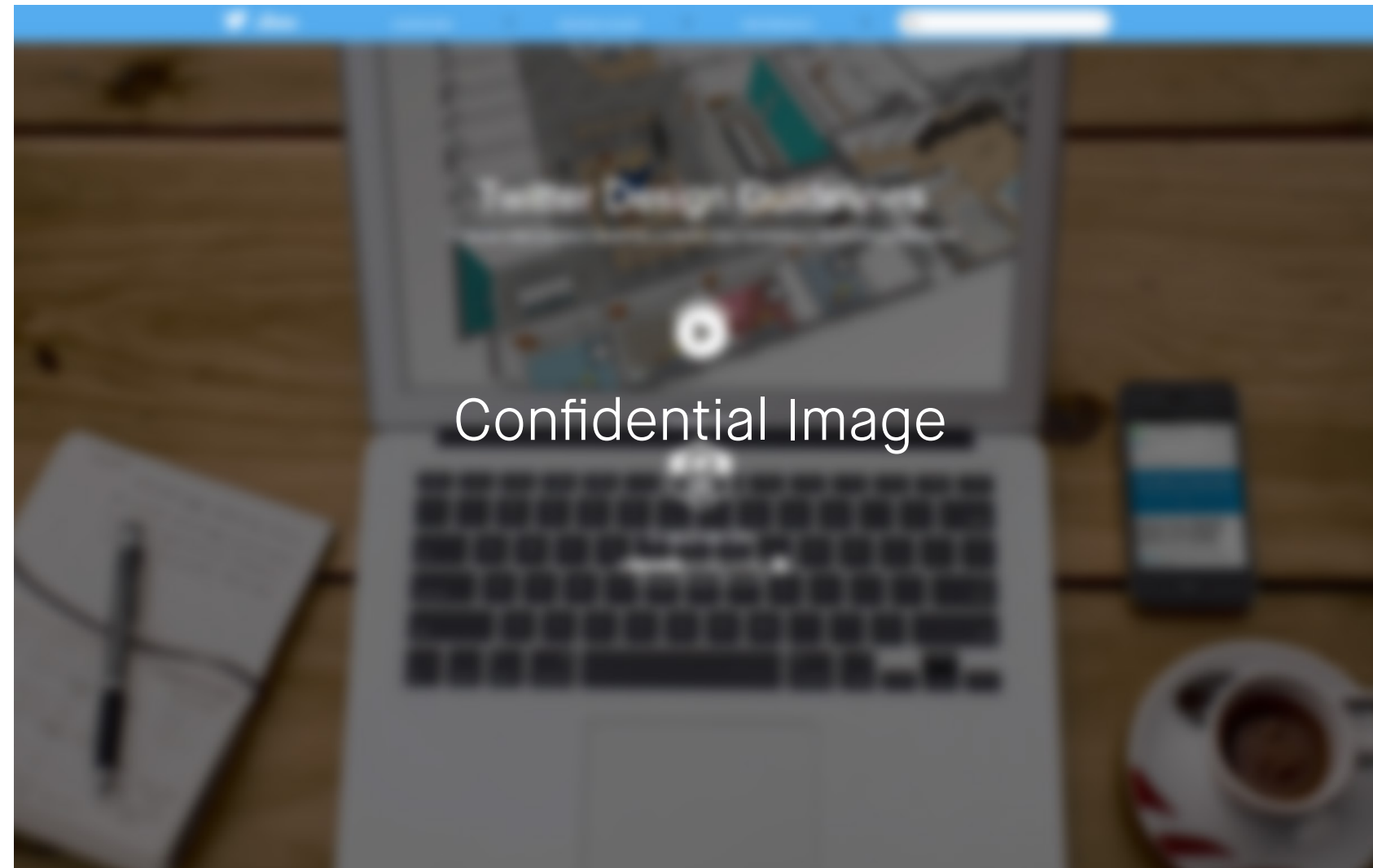
# Twitter

## DESIGN GUIDELINES MICROSITE

ONLINE

### GLOBAL LOCATIONS

The REW (Real Estate and Workplace) team commissioned this site to save energy and time, and to help them live up to their claim that “a world-class product deserves a world-class workplace”. These Guidelines are for all contributors in the delivery of Twitter workspaces. There are no hard and fast rules and the purpose is to guide, stimulate and set good examples. Twitter created five categories, or tiers, of accommodation according to headcount. This guide is split into three parts descending from high level to detail. The user is encouraged to navigate between them according to what they want to know





**OPTION 1**

# **PDF VERSION**

**PROPOSAL DETAILS**

# TEAM



Elfreda Chan  
**Project Director**



Chris Hume  
**Senior Designer**



Alicia Moreland  
**Furniture**



Liam Clark  
**Designer**



Grace Gardner  
**Strategic Planning**

STRIPE HQ4.0  
TEAM





GUIDELINES + STANDARDS  
TEAM

# SCOPE

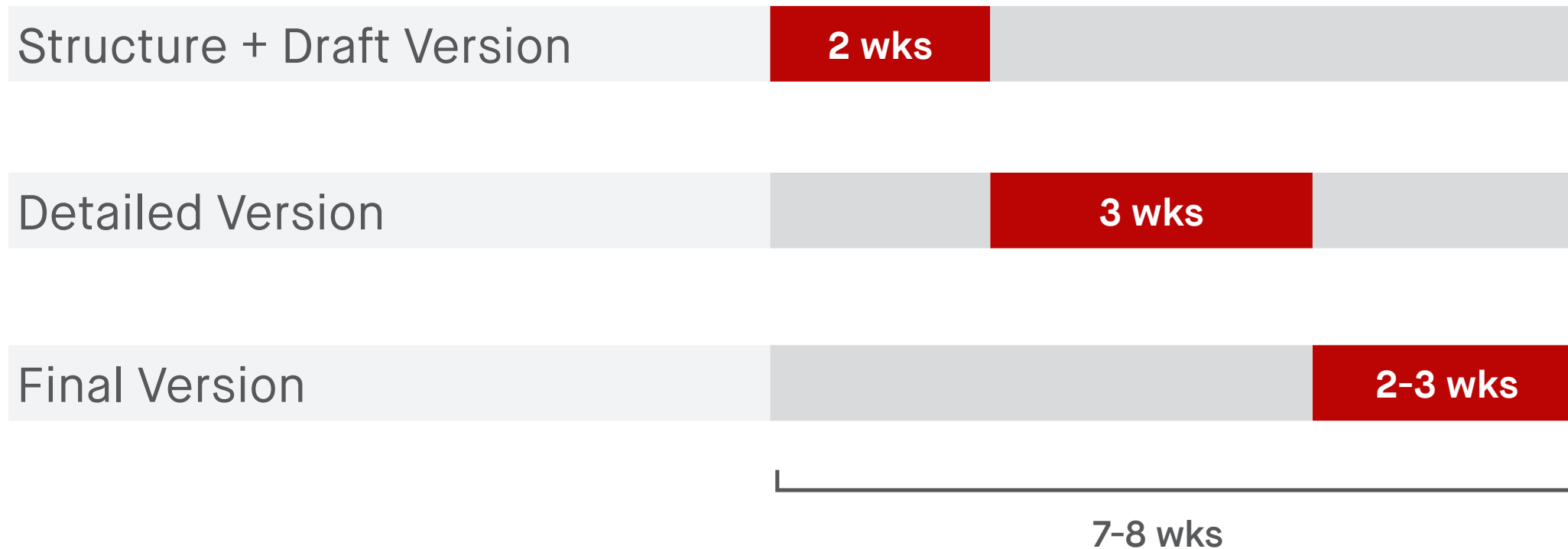
- Kick-off meeting to agree required content
- Create outline of concepts to be included in final deliverable
- Develop and document space type components
- Required review meetings:
  - 1 TO REVIEW STRUCTURE
  - 1 TO REVIEW DRAFT VERSION
  - 1 TO REVIEW DETAILED VERSION
  - 1 TO REVIEW AND APPROVED FINAL DELIVERABLE

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## PROS + CONS

- Project can be completed faster 
- Deliverable can be viewed offline 
- Final file can be copied to anyone without control 
- Takes longer to update and then resupply 

# TIMELINE



## FEE

Our proposed fee for Stripe's Global Design Guidelines is **\$71,400 USD**.

Note: Our commercial bid is a fixed lump sum offer for the required project duration of up to three months. We have estimated the time and resources required and will stand by our offer for this scope even if more resources are required. Reimbursable expenses are not included in Basic Services, and will be billed monthly at M Moser's cost plus 15%.

**OPTION 2**

# **ONLINE VERSION**

**PROPOSAL DETAILS**

# TEAM



Elfreda Chan  
**Project Director**



Chris Hume  
**Senior Designer**



Alicia Moreland  
**Furniture**



Liam Clark  
**Designer**



Grace Gardner  
**Strategic Planning**



Mark Pepperdine  
**Graphic Designer**



STRIPE HQ4.0  
TEAM







GUIDELINES + STANDARDS  
TEAM

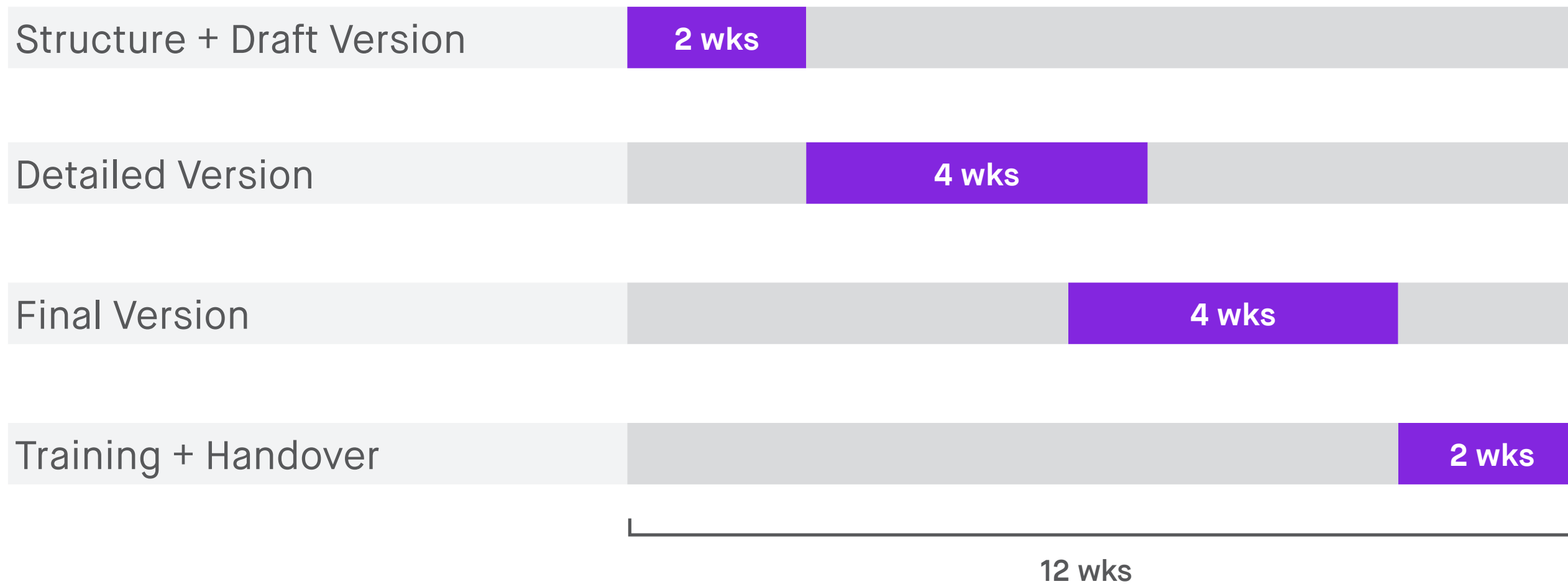
# SCOPE

- Kick-off meeting to agree required content
  - Create outline of concepts to be included in final deliverable
  - Develop and document space type components
  - Training to utilize and update the microsite
  - Upload microsite / handover of files to the Stripe server
  - Required review meetings:
    - 1 TO REVIEW STRUCTURE
    - 1 TO REVIEW DRAFT VERSION
    - 1 TO REVIEW DETAILED VERSION
    - 1 TO REVIEW AND APPROVED FINAL DELIVERABLE
- 

# PROS + CONS

- Content is much easier to update and share 
- Security access can be set up for groups and individuals 
- Deliverable cannot be viewed offline 
- A slightly longer timeframe is required to produce the guidelines 

# TIMELINE



## FEE

Our proposed fee for Stripe's Global Design Guidelines is **\$102,400 USD**.

Note: Our commercial bid is a fixed lump sum offer for the required project duration of up to three months. We have estimated the time and resources required and will stand by our offer for this scope even if more resources are required. Reimbursable expenses are not included in Basic Services, and will be billed monthly at M Moser's cost plus 15%.