



into city 125

Synergy. Great word. The kind of word wannabe siralan apprentices like, with its implied sense of power blended with a hint of unattainable mystery. Come to think of it, any word containing two 'y's is pretty cool.

and it was synergy that came to mind as we spent some time at the impressive new DTZ headquarters in the heart of the City.

Every case study ever published in Mix, and every case study we will ever cover in the future, is based on key drivers. Real estate rationalisation, attention and retention of key personnel, projection of brand values internally and externally – these are the reasons companies invest in quality design and fit out. Rarely, however, do we report on a project where these drivers blend, integrate and interact so successfully as at DTZ. The reason for this success, apart from singularly impressive vision and project management, is because the DTZ business model is about synergy itself.

One of the 'big four' global real estate advisers, DTZ is a very major organisation in every sense. Beyond the scale of organisation though (12,500 staff worldwide), is a complex service system. This is a business that advises and consults on every aspect of commercial property – before, during and after. Purchase, sale, leasing, acquisition, portfolio management, building consultancy, valuation▶▶▶▶



case study



►► research, intelligence and so on. In short, DTZ helps its clients maximise the value of their assets.

The beauty of the DTZ proposition is that it's a sophisticated 'one stop shop'. The challenge that opportunity creates is one of synergy, ensuring that all those separate, but connected, transactional and professional services work together. 125 Old Broad Street helps DTZ do just that, and do it impressively.

That synergy comes across when Gary Lagdon, DTZ's in-house Project Manager, spells out the project's five key drivers. 'The drivers were financial, the working environment, sustainability, communication and business synergy – and of course they're all inter related. The financial aspect is based on the prudent need to rationalise our real estate and contain costs. In fact, we foresaw the current economic climate in 2006 when the decision was made to freeze our property costs for the next 10 years, and to avoid the risk of bullish West End rent reviews. For historical, merger related reasons we had a number of properties in London. Coming to the end of their leases (and also getting pretty old and tired) were Throgmorton Street in the City, and Swallow Place in the West End. We also had Warwick Street (which we've kept) and Curzon Street, which we're actively looking to market. With a temporary office in Farm Street also, we are trimming that estate from five to three and shortly, to two.

'This is a significant saving in itself, but that real estate rationalisation was also carried out to enhance the synergies of the business. Previously, we had sections and departments spread over different locations – now they work closely together to give a seamless service to clients. For example, our City Agency Team, Global Corporate Services Team and Consulting and Building Consultancy people now all work together on one floor – leading to much improved working relationships. It's more creative and entrepreneurial, with initiatives joining up the skill lines of the client facing teams. DTZ covers the property's whole lifecycle; strategic advice identifies property options, transaction management then realises the plan through acquisition or disposal and project management then leads on to facilities management, which provides the data for strategic review...and that lifecycle starts again. It's a complete circle.

'Before, we had Building Consultancy in Swallow Place, City Agency in Throgmorton Street and Global Consulting Services in Curzon Street – people all over►►►►



Abu Dhabi

case study



»»the place. Now there's a strong new trust between colleagues who actually now know each other. We offer a one stop shop – now it's packaged better.

'There's an invisible, but big reward from working in a much improved environment as well. It covers all sorts of things. It's better and smarter of course, and it's collegiate – better for attracting and retaining talent too. Swallow Place was so tired that you wouldn't dream of taking a client there. Here at Old Broad Street we've invested in an array of features that combine to create a first class working environment that synergises all those levels; breakout areas, quiet rooms, the internal market place that is our D'Caff lounge and cafe area. The hotel feel of our concierge-style reception improves the client visitor experience – professional, accessible and welcoming. Through areas like these we've deliberately and creatively encouraged all sorts of opportunities for chance interaction. It's dynamic and has already spawned a host of initiatives.

'The 'figure of eight' structure of the building forced the space planning solution, but it's actually a good working environment. Bench desks radiate out from the core, and, with low storage, we've achieved good lighting levels despite a relatively low ceiling. We conducted intensive user trials and created different mocked up 'real' work areas, complete with everything from carpet to IT. The whole idea is to be able to roll the furnishings out globally. We chose the K+N workstations after feedback from user trials, not just because it's a good specification, but also because we can use the system all over the world. In many ways this building is a prototype for our global solutions.'

That synergy is also apparent in the project's approach to green issues, as DTZ Sustainability Manager Paul Sutcliffe confirms. 'DTZ takes sustainability seriously, so the move to 125 Old Broad Street presented an ideal opportunity to practice what we preach. So sustainability was a key driver from the beginning – and we're pleased that we've achieved BREEAM 'very good', matching the rating of the whole building.

'Perhaps most importantly, our fit-out was designed with sustainable occupation in mind. For example, we installed centralised recycling points on each floor, passive infrared sensors to control lighting, and highly efficient multifunction printing devices. And of course, by rationalising our real estate and moving to one location,





we've also reduced our carbon footprint by reducing employee travel between London offices.'

To implement a far reaching synergistic vision such as this takes a focused steering group. Led by Steve Watts, Managing Director for DTZ in London and the South East, with Gary Lagdon and Facilities Manager Sarah Singleton, the group managed a professional team including the disparate talents of firms such as GMW, Gensler, Maleon, Hewshott and Light Bureau. What's more, the whole project was designed in a staggering eight weeks, as Gary explains. 'The very tight

schedule was a massive driver. We had to move in on 25 September 2008 because of lease expiry. So we just locked everyone in the Gensler offices for two months. It's a highly complex integration – we just answered every question quickly, efficiently...and brought it all together. Gensler's James Strachan said 'We've never done this before – normally the brief alone takes three months.' This is 75,000 sq ft spread over five floors, involving over 600 people who have all moved desks. It was like synchronised swimming!'

Pure synergy ●



essential ingredients

- Client:** • DTZ
- Project Manager/QS:** • DTZ
020 7408 1161
- Concept Architect:** • GMW
020 7937 8020
- Technical Architect:** • Gensler
020 7073 9600
- Main Contractor:** • Ibex
020 3206 4300
- M&E:** • Maleon
01279 603700
- Furniture Supply:** • Hunters
020 8592 2221
- Systems Furniture & Storage:** • K+N
020 7490 9340
- Task Seating:** • Humanscale
020 7566 7990
- Breakout/ Meeting Furniture:** • Orangebox
020 7837 9922
Vitra
020 7608 6200
HK Studio
020 7495 3316
- Partitioning:** • Komfort
01293 529500
Optima
01494 492600