

OUR
APPROACH
TO
**INTEGRATED
DELIVERY**



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When most people say “integrated delivery,” they’re thinking of a project team of owners, consultants, builders, fabricators, and users working together in an environment of increased collaboration and information sharing—and leveraging the latest in 3D Building Information Modeling (BIM) technology.

We agree, but our approach to integrated delivery goes beyond individual projects. In our view, integrated delivery is about the real estate life cycle. It’s about client relationships that extend over time. It’s about multiproject programs and portfolios that benefit from the knowledge gained as strategies are implemented, solutions put to use, and performance measured.

The basic premise of integrated delivery is to increase project quality, value, and sustainability while reducing risk. The larger opportunity is to extend those outcomes across entire organizations, not just individual projects. That’s the key to our approach.

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GENSLER'S APPROACH

Every successful project can be traced back to a strategy that reflects new business plans for organizational goals. That's why true integrated delivery begins and ends with strategy. A smart strategy can provide an immediate competitive edge—or open up a “blue ocean” of longer-term opportunity. Executing it effectively requires agility, flexibility, and a constant focus on performance.

That's why Gensler's approach to integrated delivery embraces all four phases of the real estate life cycle: strategy, design, implementation, and use. We work upstream and downstream of design and implementation, providing our clients with services ranging from strategic consulting and portfolio analysis to commissioning and postoccupancy support of facility management. Because we focus on the client relationship, knowledge builds—each project informs the next.

Design is the heart of our offering, worldwide. The opportunity to develop solutions that are informed, purposeful, and compelling is the overriding reason why our design teams have embraced integrated delivery so enthusiastically. Yet every project we design and implement with our clients is part of an ongoing relationship that's rooted in collaboration and trust. We're with them for the long haul.

➔ Our approach to integrated delivery embraces the full real estate life cycle. In each phase, we raise and resolve critical issues that inform the current project and set the stage for future ones. Every Gensler project begins and ends with performance assessment.



Every project moves through the real estate life cycle in a different way. That demands a flexible service mix and delivery methods that can be easily tailored.



Project 1 **Project 2...**

Few projects are stand-alone; experience with one project, if brought forward, can benefit others. Our approach ensures a strong feedback loop across programs and portfolios.

THE REAL ESTATE LIFE CYCLE



More flexibility with less risk

There's a lot of buzz around Integrated Project Delivery (IPD), as advocated by the American Institute of Architects (AIA). IPD encourages early collaboration with consultants, builders, and fabricators, and the use of BIM to visualize, quantify, and coordinate building information. By leveraging new 3D analysis tools, IPD also creates an opportunity for project teams to achieve greater energy conservation and sustainable performance. In these respects, the AIA IPD approach mirrors our own.

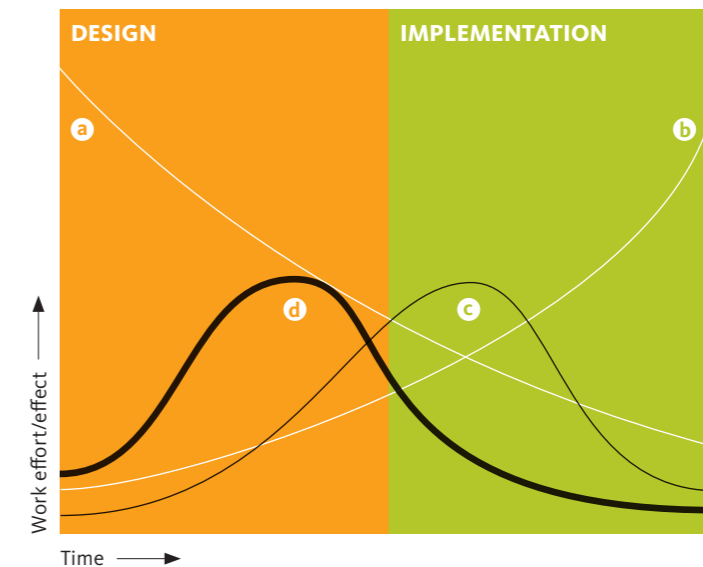
The AIA IPD approach shifts the surge of work effort traditionally associated with construction documents, so it occurs earlier in the design process. This reflects the premise that decisions are less expensive if they're made sooner rather than later. This seems reasonable on its face, but it poses two limitations. First, most organizations are unprepared to accelerate their decision making to the degree required by the AIA IPD approach. Second, the world often changes with greater frequency than project delivery cycles. When this happens, clients need flexibility to leverage new possibilities or overcome obstacles. Decisions made too early in the design process can incur significant opportunity costs.

Simply shifting the surge of work effort sacrifices essential flexibility and limits potential ROI. That's why we believe that integrated delivery needs to embrace both early and just-in-time decision making. IPD is an important first step that Gensler's approach extends and streamlines, increasing knowledge continuity and decreasing risk for our clients across the full real estate life cycle.

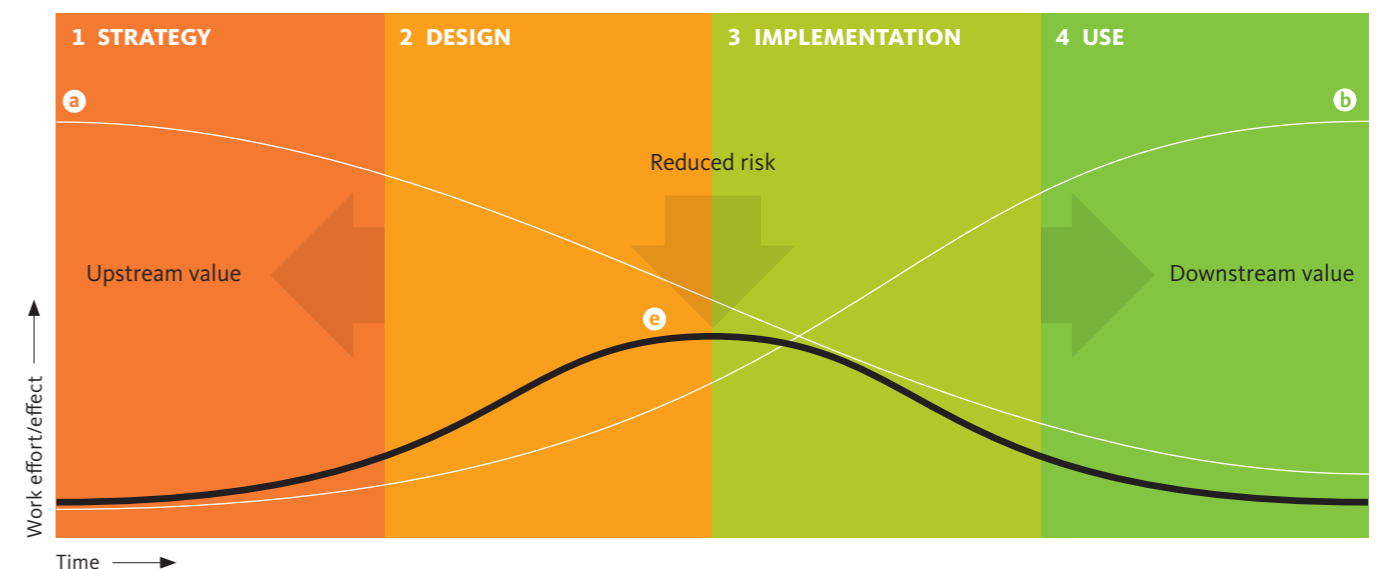


The AIA IPD approach (top) is limited to design and implementation. Gensler's approach (bottom) goes further, embracing two other essential phases of the real estate life cycle: strategy and use. The AIA IPD approach also requires accelerating the bulk of decision making. Gensler's approach streamlines rather than shifts the work effort associated with conventional project delivery.

AIA INTEGRATED PROJECT DELIVERY



GENSLER INTEGRATED DELIVERY



KEY

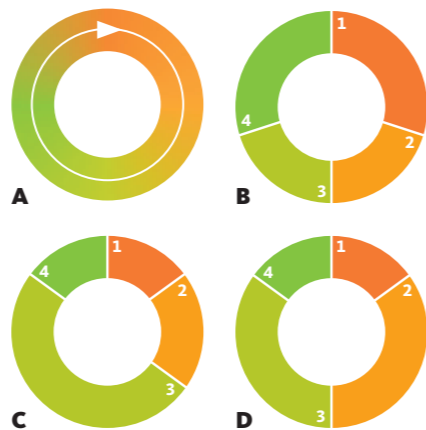
- Ⓐ Ability to impact cost and functional value
- Ⓑ Cost of design changes
- Ⓒ Traditional project delivery
- Ⓓ AIA Integrated Project Delivery
- Ⓔ Gensler Integrated Delivery

Global delivery with local expertise

Gensler’s approach provides a rich, customizable kit-of-parts for organizing services to produce specific outcomes. In each case, services are configured in collaboration with the client, informed by market drivers, project type and location, delivery approach, and performance expectations—as well as budget, schedule, and quality considerations. Our approach is designed for any global location. It supports metric and US customary units, ensures ISO 9001 and ISO 14001 compliance as required, and engages a diversity of delivery methods and partnerships.

Our life cycle services reach beyond both conventional delivery and AIA IPD. For example, Gensler’s Workplace Performance Index (WPI) is a market-leading tool for measuring and increasing workplace productivity. Our web-based asset management services are unique to the industry, supporting occupancy management, leasing metrics, and cost allocations. Our approach also supports multiproject, multilocation programs, a Gensler specialty.

Gensler is the industry leader in delivery innovation. Our approach to integrated delivery takes the basic ingredients—multidisciplinary collaboration and advanced BIM technology—and embeds them with strategy, design performance, local expertise, and global knowledge into the full real estate life cycle. Our approach builds on our relationships with over 2,500 active clients and our delivery experience in 75 different countries. We put our clients first—that’s our DNA.



The real estate life cycle is fluid (A). A building designed for energy efficiency (B) or a retail prototype and rollout (C) is different from a high-performance workplace (D). Gensler tailors its approach—and mix of services—accordingly.

THREE-WAY COMPARISON

	TRADITIONAL PROJECT DELIVERY	AIA INTEGRATED PROJECT DELIVERY (IPD)	GENSLER INTEGRATED DELIVERY
Phases	Design, Implementation	Design, Implementation	Strategy, Design, Implementation, Use
Team	Hierarchical; consultants engaged on an only-as-needed basis	Collaborative; consultants engaged earlier in the design process	Collaborative; team and delivery process clearly defined prior to start of design
Work effort	Surge of work effort occurs late in the process	Surge of work effort occurs early in the process	Surge of work effort leveled and redistributed
Decision making	Late	Early	Both
Team knowledge	Surge of work effort results in knowledge drop-off	Earlier surge of work effort results in earlier knowledge drop-off	Knowledge continuity is enhanced through streamlined work effort
Collaboration	Limited collaboration between silos of expertise	Increased collaboration; mutual respect between parties	Client-focused, performance-based collaboration based on long-term trusted relationships
Data sharing	Avoided	Encouraged	Required
Technology	2D/3D CAD	3D/4D BIM	3D/4D BIM; web-based program services and real estate portfolio management
Agreements/ Compensation	Standard agreements; goals and objectives are misaligned	Goals and objectives aligned through three-party agreements	Goals and objectives aligned through standard agreements with shared incentive compensation
Risk	Higher	Lower	Lowest
Performance metrics	Schedule/Cost/Quality	Schedule/Cost/Quality, Sustainability	Schedule/Cost/Quality, Sustainability, Real Estate, Brand, Workplace Productivity

A PROVEN APPROACH

Real-world proof of the value of our approach is shown by the range of projects delivered and the range of clients that have benefited from its use. They include multi-location programs addressing regional, national, and global real estate portfolios, and building and facility projects of every type and scale. Gensler's approach has been field-tested on over 500 projects, including Shanghai Tower, one of the world's tallest.

➔ Gensler teams—like this one in London—build integration into every project to ensure continuity of knowledge, reduce risk, speed delivery, and enhance performance, value, and ROI across the cycle—from strategy through use.

500+

Projects under way or successfully completed using Gensler's approach





86%
of mobile workers in
the high-tech sector feel
that mobility enhances
collaboration

REAL ESTATE STRATEGY

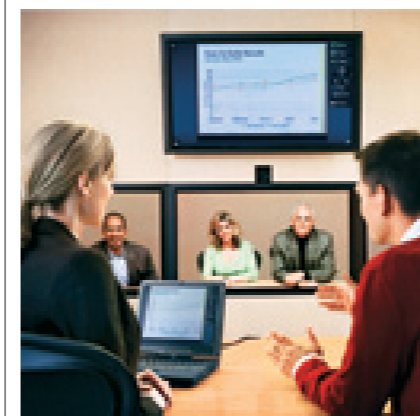
New goals, new market conditions, and new mandates are leading clients to rethink their strategies. We can make this faster, simpler, and more effective.



HP Workplace Transformation

Working with Gensler, HP is transforming its workplace. Space is dropping dramatically—the goal is to increase space utilization from 30 percent to 90 percent. To get there, we're taking an integrated approach to design, technology, workplace processes, communication, and change management across HP worldwide.

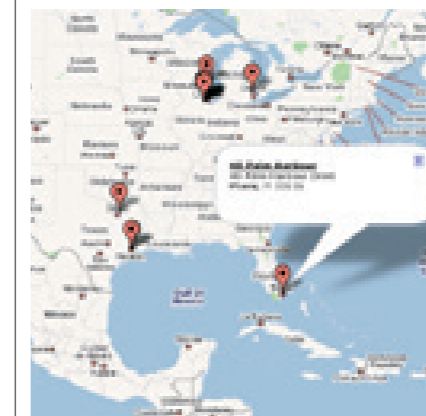
The aim is “less space, but better space,” leveraging advanced technology like HP's Halo Rooms and its “be mobile” mandate. The payoffs are twofold: collaboration across HP's global workforce is enhanced, and HP's carbon footprint is headed lower, both because HP's real estate is used much more efficiently and because location strategies cut commuting time.



SeeSuite Services

Created to manage and track office real estate portfolios, Gensler's SeeSuite has added capabilities to enable organizations to integrate their real estate operating and financial performance metrics with sustainable metrics—building by building, in aggregate, or comparatively across a portfolio.

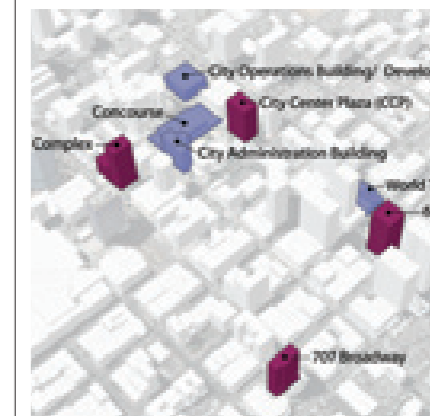
SeeSuite lets users implement predefined sustainability options like Energy Star. Integrated graphing and mapping functions give users instant insight into a facility's status and performance, so they can identify locations and initiatives that, by quickly reducing operating costs, have a compelling ROI profile.



City of San Diego Downtown Consolidation

Faced with a downtown staff split between expensive leased space and its own substandard workspace, the City of San Diego asked Gensler to assess its downtown facility needs to midcentury and evaluate how best to provide high-quality, high-performance work settings at the lowest overall cost.

We showed how the city could reduce its space needs by 30 percent, align the workspace to the real needs of its employees, consolidate its facilities into a new civic center, and pair that public space with compatible private sector development to reduce costs—achieving all of this by 2013.



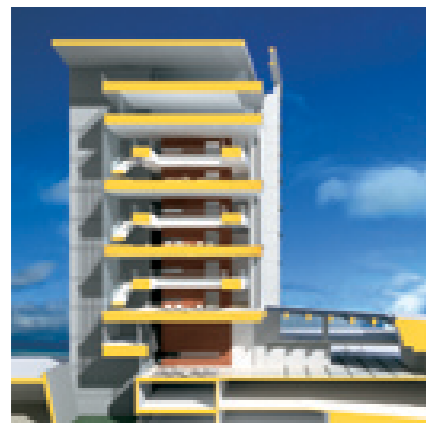
SUSTAINABLE PERFORMANCE

Sustainability is a balancing act—optimization based on constantly growing knowledge. Gensler supports this ongoing analysis so decisions from strategy through use enhance performance and deliver sustainable outcomes.



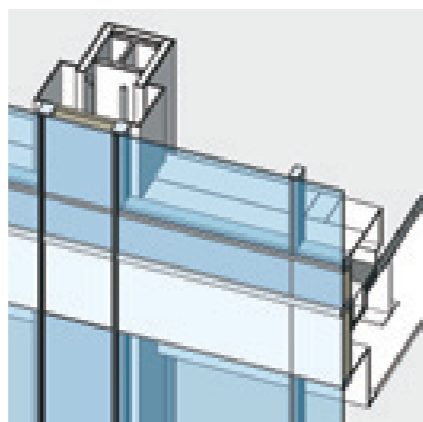
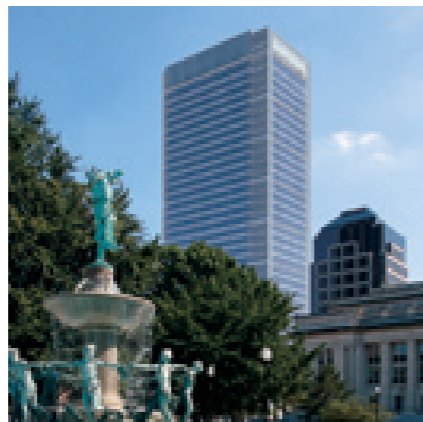
Port of Long Beach Headquarters

The port's new 250,000-square-foot headquarters emerged from a strategic plan for its administrative workforce that closely aligns sustainable and organizational performance. Our planning and design of the LEED Gold building and its 17-acre campus enhance energy efficiency and the quality of the workspace and also provide the information needed to support change management and effective operation in use.



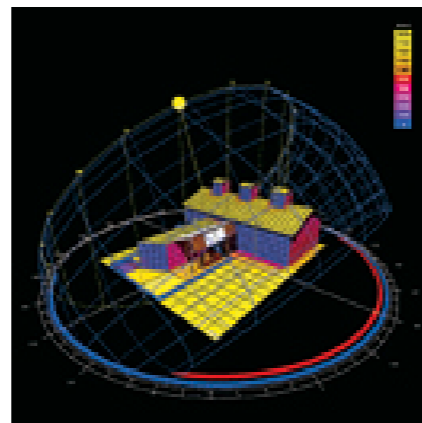
One Indiana Square Repositioning

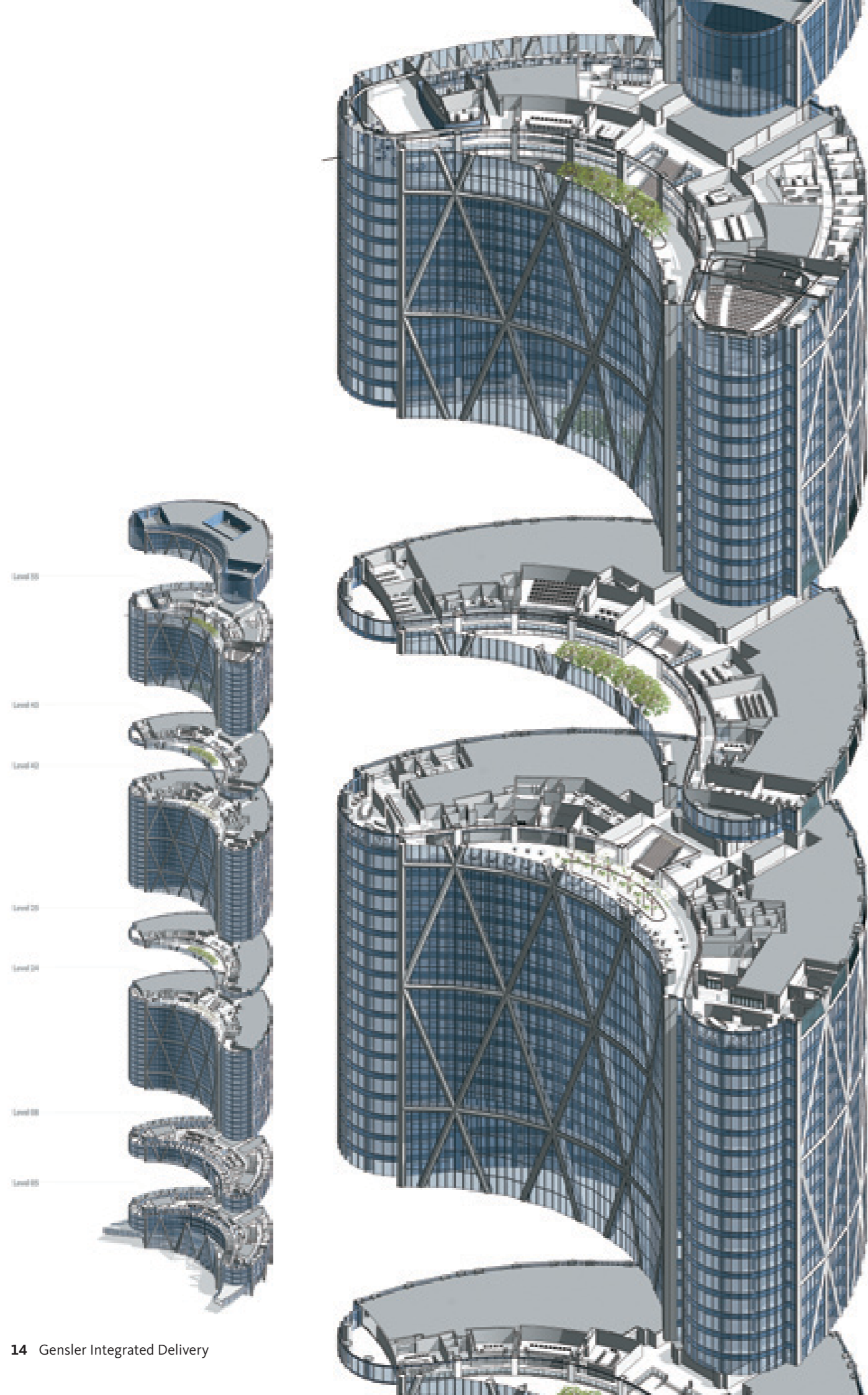
When high winds severely damaged an Indianapolis office tower, Gensler partnered with the owner to develop an innovative, multiphase approach for the replacement of the curtain wall with tenants in place. Simulated with BIM prior to construction, the recladding was staged in detail, providing measurable support in planning the cost-effective, energy-efficient, and well-crafted building envelope.



Beacon Institute for Rivers & Estuaries

As its opening move, the institute reclaimed and repositioned a historic brick building. Designed for sustainability, the renovation is part of a program that saw Gensler take the institute through strategy, master planning, first phase development, and use. Performance measurements range from suitability for the institute's programs to operational efficiency, indoor air quality, and minimal impact on the setting.





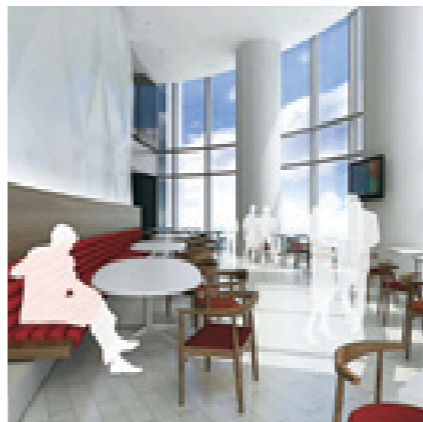
WORKPLACE PERFORMANCE

The workplace reflects business and real estate strategy, but those strategies can change—so realignment is a necessity, especially in use. Our approach takes this into account, enhancing performance and delivering value over the full life of the project.



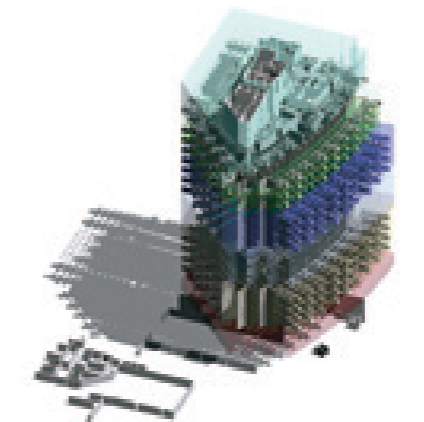
EnCana Headquarters

As EnCana's workplace consultant, Gensler helped shape the company's headquarters tower, designed by Foster + Partners, by defining the settings that best suit its culture and work styles. A team of 70 people, working in close proximity, is the basic EnCana unit, so the office floors accommodate that sustainably. Grouped vertically, they form "villages" that create a sense of place, identity, and cohesion.



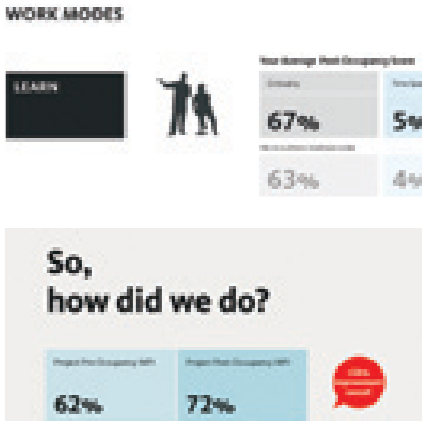
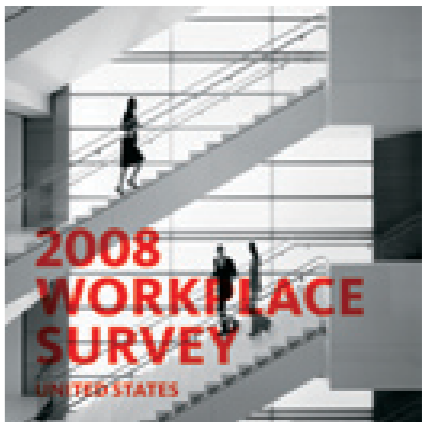
Corporate Executive Board

Gensler partnered with CEB to ensure that its new building met the evolving needs of its workforce. Our partnership began with an understanding of how people at CEB want to work, and tailoring the building and settings to accommodate them, now and in the future. We worked closely with the base building architect to tune every aspect of the design to provide flexibility and functionality for CEB end users.



Gensler WPI Toolkit

Since 2005, Gensler has evaluated the UK and US office workplace to understand the work modes that typify knowledge work and how different organizations' work settings support them. The takeaway is that leading organizations excel at supporting their people effectively. The WPI Toolkit lets any organization assess how well it does this, and pinpoint areas for improvement that have the potential for a significant ROI.



DELIVERY PERFORMANCE

Space, time, and movement add complexity, whether the project is a new urban center, a national retail rollout, or an airport passenger terminal. Gensler's collaborative approach cuts through complexity with timely analysis and knowledge sharing.



Iskandar Financial District

Gensler's master plan for the high-density financial district anchors the Iskandar Development Region in South Johore, Malaysia. It allows the client to make changes—from refinements to large-scale shifts in use—to any of the district's 78 parcels. We used BIM to support everything from recalculating building areas to redesigning each parcel's buildings and infrastructure.



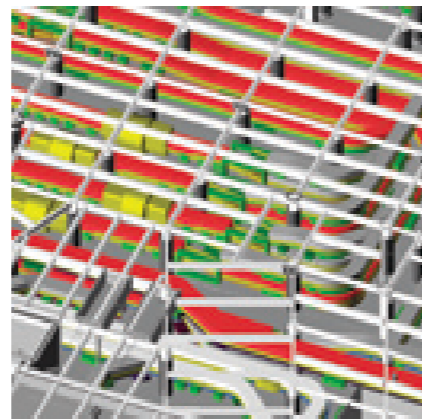
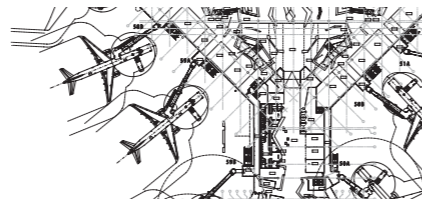
Toyota Image Program

Gensler has partnered with Toyota for several years to transform its image with customers. To make the program a success, we have constantly modified the delivery approach. Working with contractors and vendors, we have reduced first and operating costs and completion times by eight months while delivering a LEED Silver prototype, offering Toyota dealers an efficient base building with many options.



SFO Terminal 2 Renovation

Gensler and Turner Construction are renovating the Central Terminal at San Francisco's airport. We are using BIM to coordinate the complexities of designing and delivering a building that houses a state-of-the-art baggage system and integrates current TSA security requirements with passenger flow, convenience, and shopping/dining activities. All this is wrapped in an attractive, modern package.





BRINGING IT ALL TOGETHER: SHANGHAI TOWER

A symbol of modern China, Shanghai Tower is one of the world’s tallest buildings—and one of its most sustainable. Gensler is leading the global design/delivery team that is taking the tower from a real estate strategy in 2007 to an iconic presence on the Shanghai skyline in 2014.



Shanghai Tower

Anchoring the Lujiazui district, China’s leading trade and commerce destination, the 632-meter-high mixed-use building completes the city’s superhighrise precinct. Incorporating a variety of sustainable design elements, Shanghai Tower is the first of a new generation of supertall buildings that perform at a much higher level than conventional towers and create an unprecedented sense of community.

Gensler’s integrated approach has expedited the tower’s design. Using state-of-the-art computational geometry software, our design team rapidly developed exterior curtain wall panel and support details, which are different on every floor, and quickly created and updated the data points needed to analyze and document the exterior curtain wall.



From strategy through occupancy, Shanghai Tower is on a seven-year trajectory. Gensler engaged the client in the competition stage, putting as much energy into understanding the client's real estate strategy as responding to it with a breakthrough design. Holistic thinking is intrinsic to our integrated approach.

One of the building industry's biggest challenges is to rationalize how projects are designed, delivered, and then supported in use. Gensler's integrated delivery approach surpasses AIA IPD in its global reach, multiproject support, and flexibility to respond to the unexpected. As the world's largest design firm, Gensler has the global experience, the depth of experience, and the broad, collaborative network clients need to deliver value consistently across the entire real estate life cycle.

Shanghai Tower combines breakthrough design and engineering with the fullest possible support of a strategy and goals that reflect not just the client's pro forma, but also the city's desire to become the leading global financial center in East Asia, surpassing Hong Kong, Singapore, and Tokyo and rivaling London and New York. Delivering to those specifications demands a world-class approach. We have it.

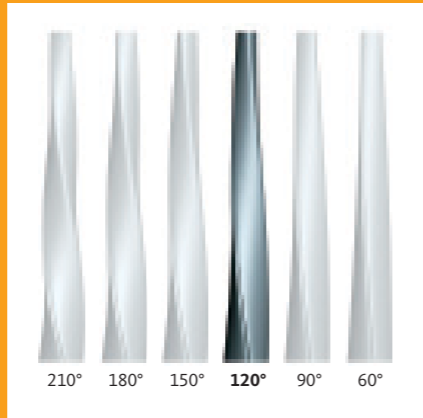
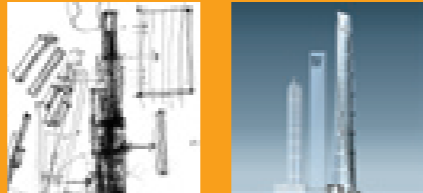
1
STRATEGY

The development goals for Shanghai Tower are to complete the city's new financial district as a transit-served, walkable destination and to create a skyline icon that exemplifies Shanghai's future as a global center for business, finance, and commerce that is sustainable, transparent, and community serving.



2
DESIGN

As part of an international design competition, Gensler and its team applied top-to-bottom innovation to translate the real estate strategy into a superhigh-rise tower that hit the client's goals and achieved a quantum leap in enhanced performance. Our integrated approach delivered the winning design.



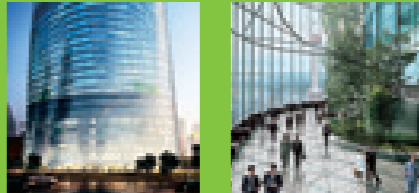
3
IMPLEMENTATION

The Gensler team moved immediately to implement the project, breaking ground in November 2008. Wind tunnel testing in Ontario, Canada, fine-tuned the asymmetric, curved, and tapered exterior façade to reduce wind loads by 24 percent. That innovation alone cut construction costs by millions of dollars.



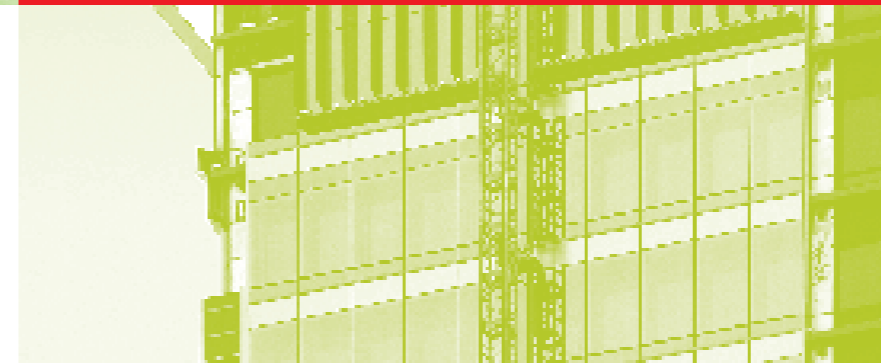
4
USE

Gensler's integrated approach weaves the base of Shanghai Tower into the cityscape, connecting it to transit and an adjoining central park, creating an accessible and transparent retail podium at its base, and giving each of the towers' vertical communities a "sky garden" amenity floor with atriums and views.



DESIGNED TO ADD VALUE

To the basic building blocks of integrated delivery—multidisciplinary collaboration, information sharing, and BIM technology—Gensler adds its strategic perspective, client focus, and passion for performance-based design. Our global reach and one-firm firm culture allows us to leverage tools and methods across real estate portfolios and diverse project types and scales, from a retail store or office workspace to a supertall tower or new urban district. Building on four decades as a trusted advisor to our clients, Gensler provides a truly differentiated approach to integrated delivery.



HOW TO REACH US

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