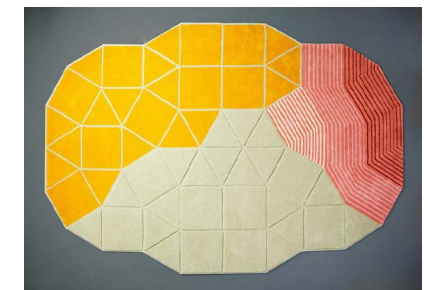
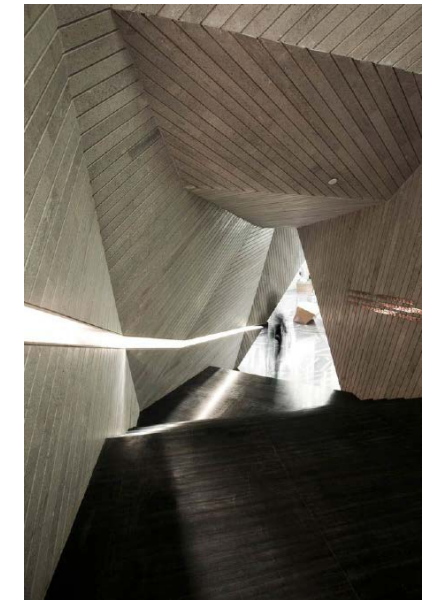
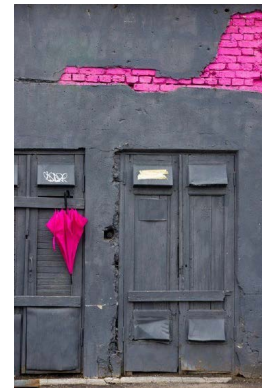
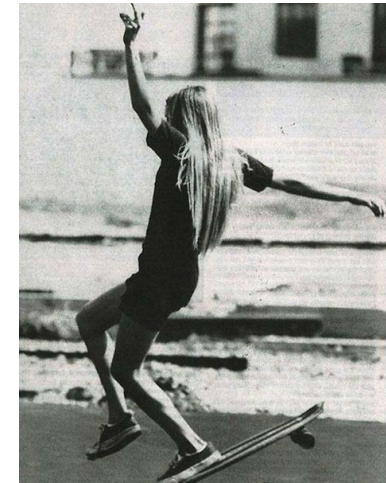
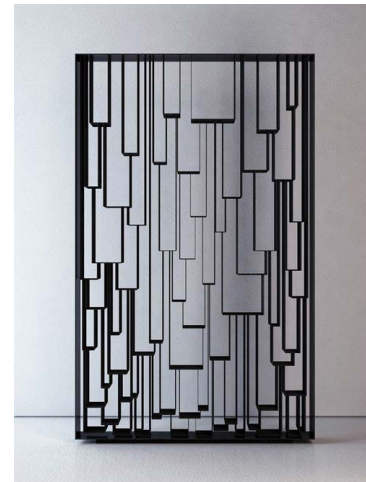
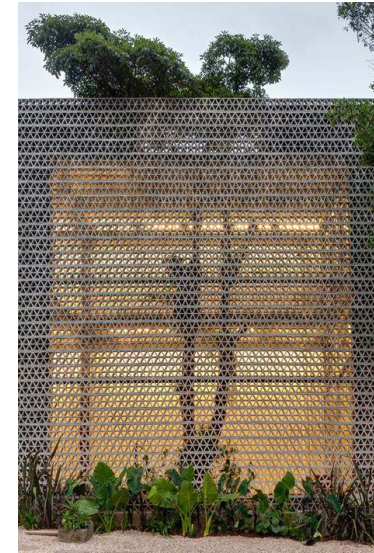
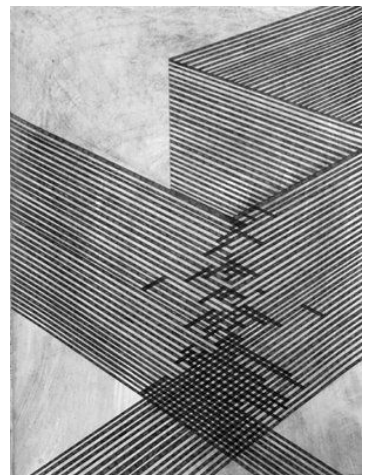
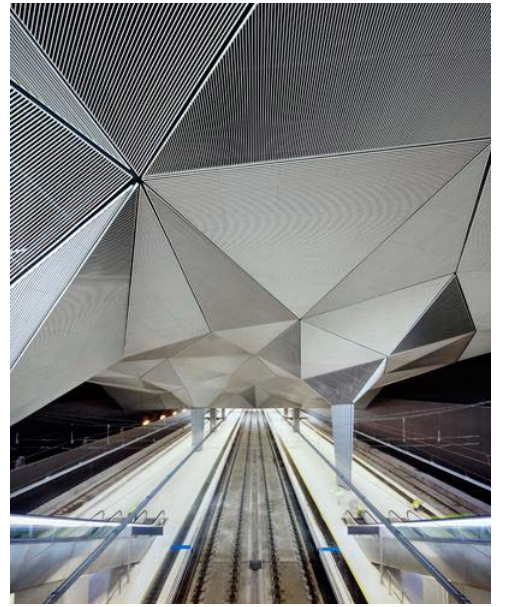


Olivia Hyde

Moments from Pinterest



Moments from Pinterest



Sequoia Capital



SEQUOIA CAPITAL

Design Development

January 22, 2014



OVERALL PLAN FIRST FLOOR

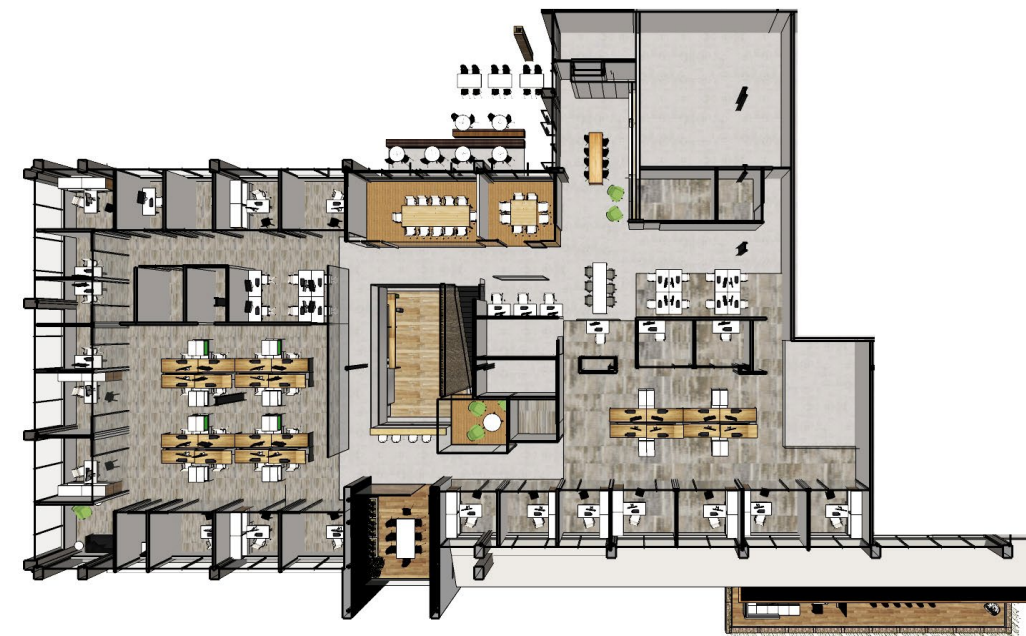
Gensler

SEQUOIA CAPITAL



Cultivating growth is based on the dichotomy of a strong framework combined with the unrestrained nature of growth.

It draws the direct comparison of an innovative company as a seedling. It is boundless potential, poised to take root with Sequoia, and sprout, shoot, spring into the global community.



OVERALL PLAN SECOND FLOOR

Gensler

SEQUOIA CAPITAL



RECEPTION STAIR SCREEN - OPTION 2

SEQUOIA CAPITAL

Gensler



RECEPTION

SEQUOIA CAPITAL

Gensler



CONFERENCE CENTER

SEQUOIA CAPITAL

Gensler

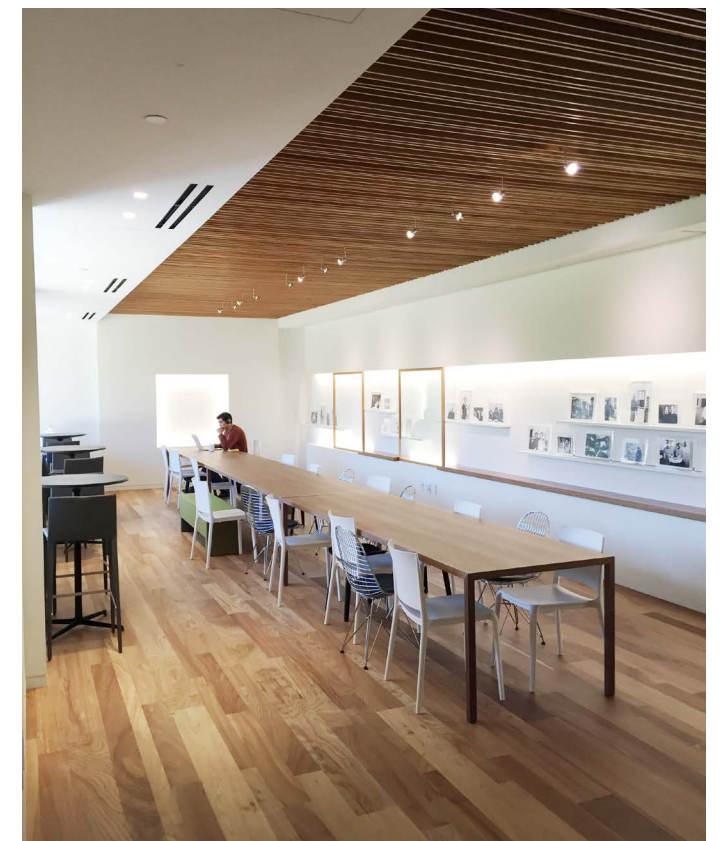
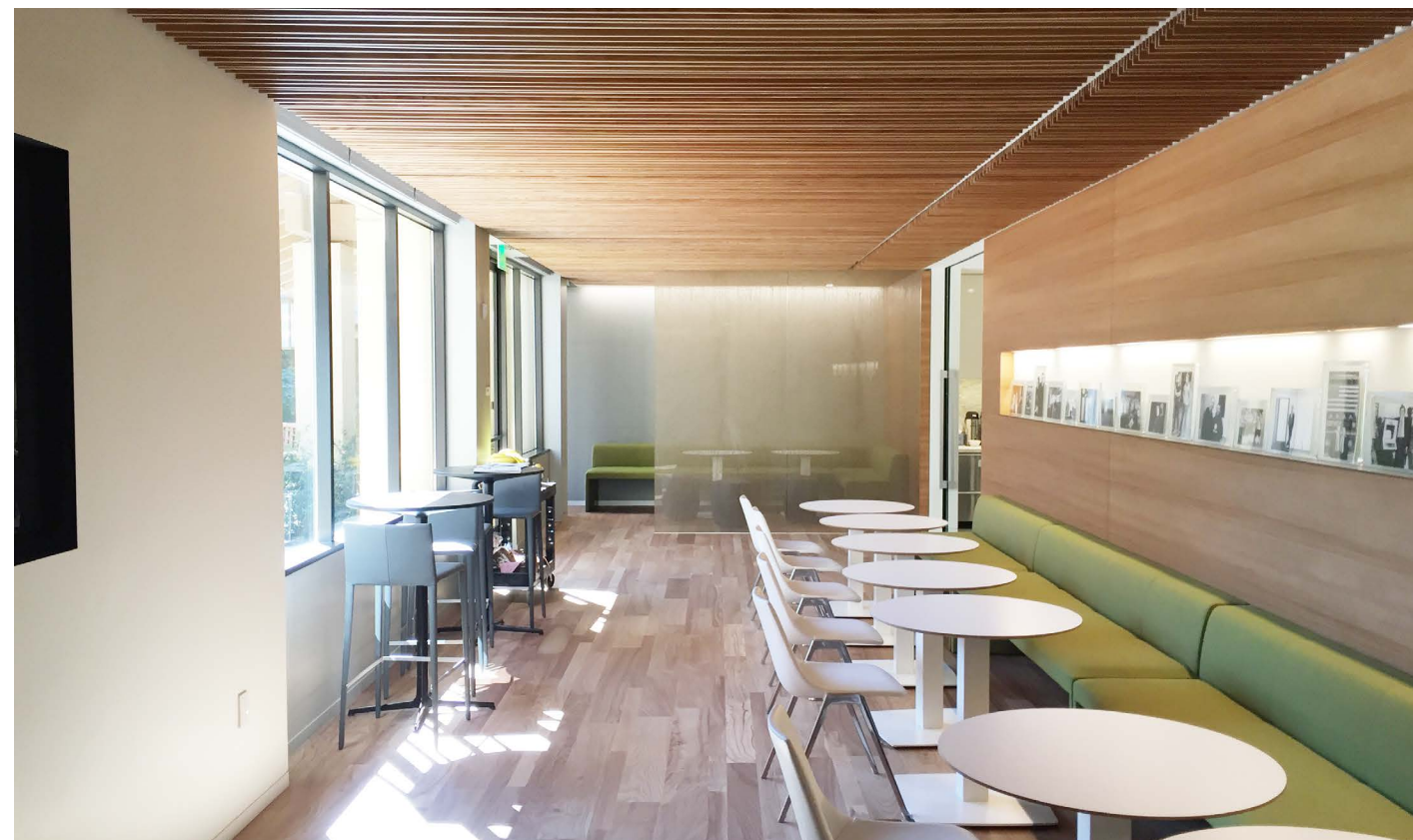
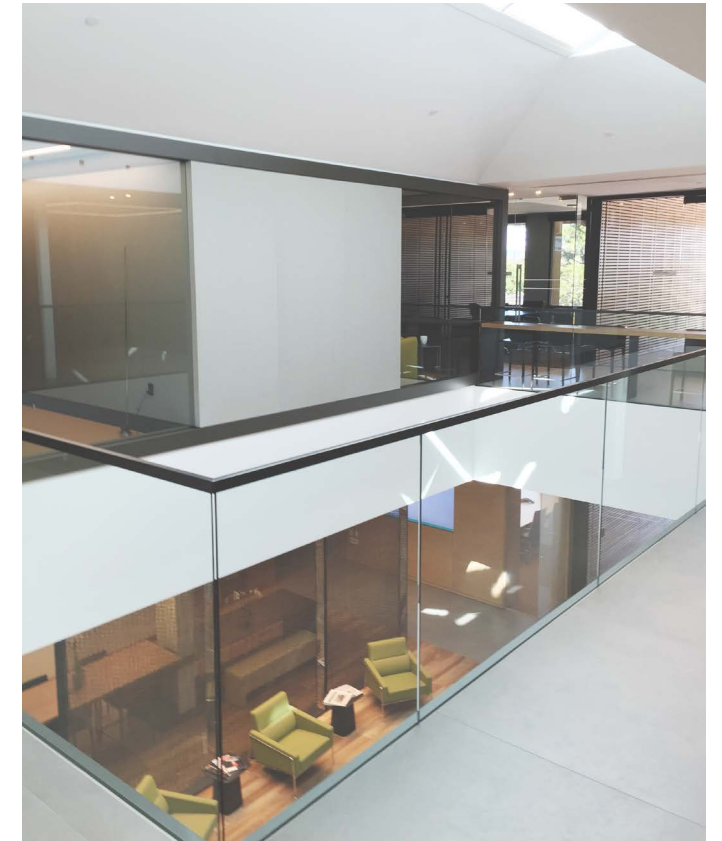


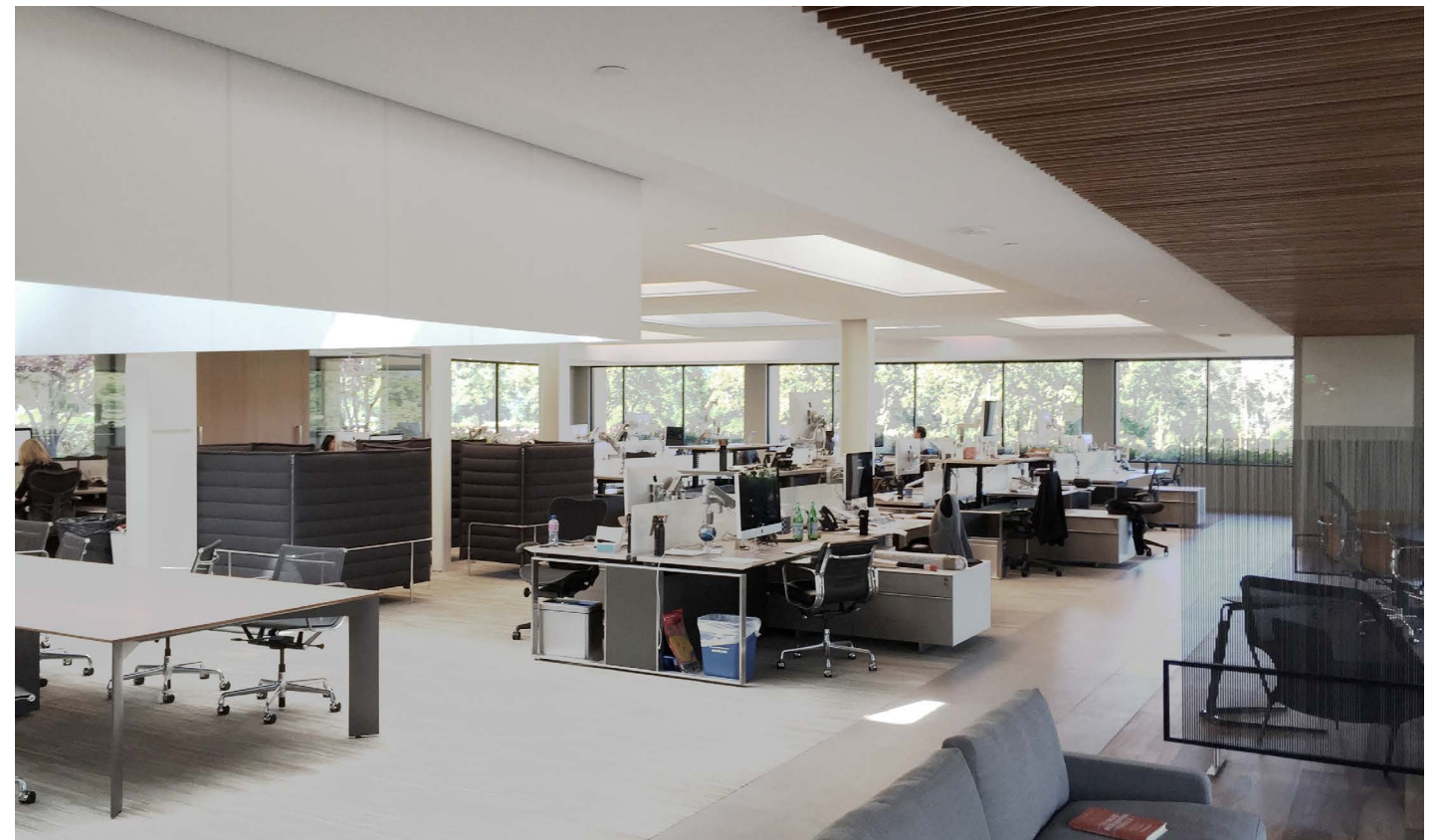
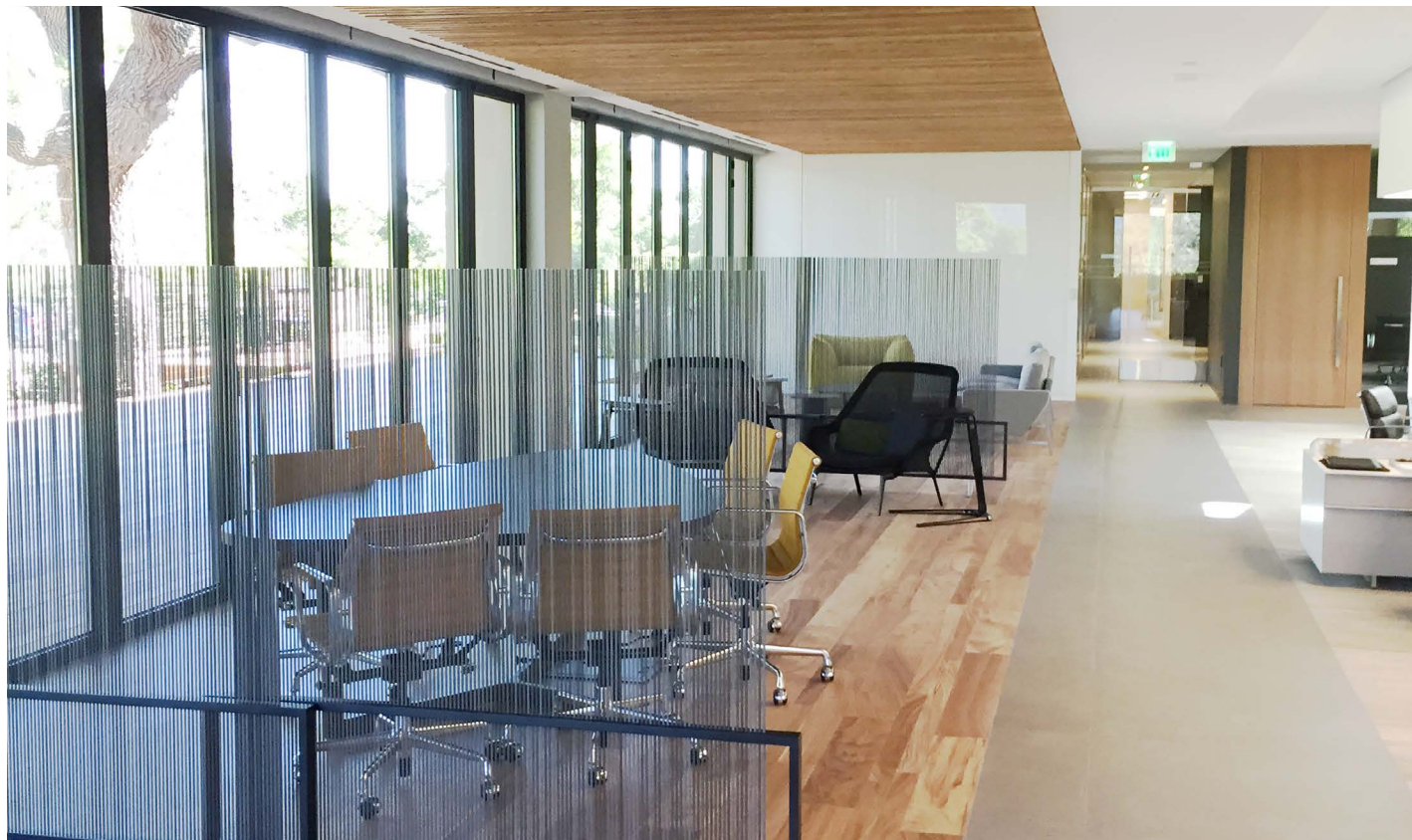
VENTURE CAPITAL & GROWTH WORKSPACE

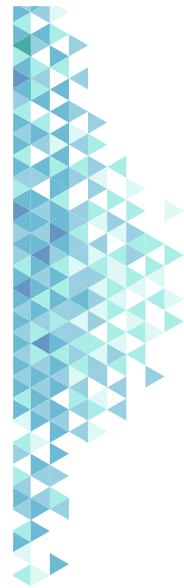
SEQUOIA CAPITAL

Gensler

Sequoia Capital







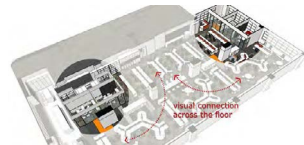
1. Design Principles



Lower panels to increase visibility.

As part of leadership's vision to break down silos and shift to an open collaborative workplace, lowering panels at the desk helps to increase visual connection and embrace a more collaborative culture through visual awareness of proximity to others. Encouraging behavioral shifts to better support individual work in an open work environment, such as self-regulated lowering of voices while in a conversation to avoid disturbing neighbors, is also enhanced through this visibility.

RELATED CORE VALUES
mutual trust and respect
open communication
think: customer, company, individual



Locate built zone in more strategic locations so sight lines are not blocked.

While it is important to support teams with enclosed meeting spaces nearby, it is equally important to maintain visual connection to adjacent teams, to open the lines of communication across functions.

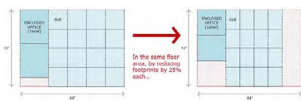
RELATED CORE VALUES
open communication
teamwork



Provide open meeting spaces.

To support the shift to becoming the most collaborative company in the industry, increasing the opportunity for ad hoc discussion, and thus more opportunity for value creating innovation, is greatly improved through the introduction of open meeting spaces in the open plan.

RELATED CORE VALUES
innovation and continuous improvement
open communication
teamwork



Reduce workstation and enclosed office footprints.

In shifting to an open collaborative workplace, an exchange of under-utilized cubicle footprint and enclosed office footprint for more collaboration spaces, such as meeting rooms and open meeting spaces, is necessary.

RELATED CORE VALUES
mutual trust and respect
think: customer, company, individual



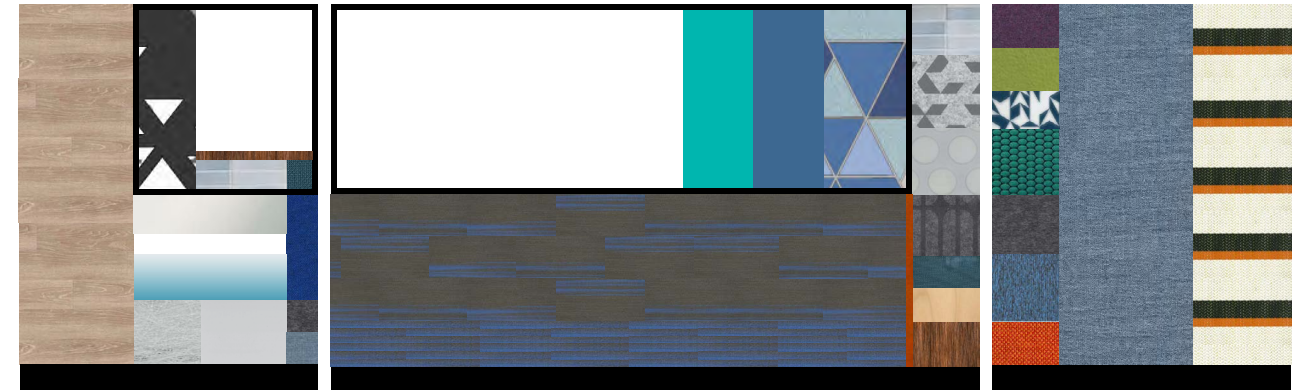
2. Branding / Look & Feel

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.



6. MEETING SPACES

GENERAL

When creating meeting spaces, the Lam Research Experience (see pages 12-13) should be considered and kept consistent from building to building.

As meeting spaces are shared by everyone, we recommend that they are treated like landmarks in the workplace, and color coded with an accent color to reflect their size and type for easy orientation and wayfinding.

The recommended sizes and numbers of enclosed meeting rooms are as follows:

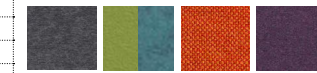
	No. per SEAT	SIZE (sf)	@ 200 SEATS...
Phone (1-2P)	1:20	60	10
Huddle (3-5P)	1:40	120	5
Small (6-8P)	1:40	200	5
Medium (8-12P)	1:80	300	3
Large / Board (14-18P)	1:100	500	2
Multi-Purpose (18-36P)	1:200	800	1

Open meeting spaces, on the other hand, vary in size but should generally cater to 2-4P per setting. Teams should be able to access an open meeting space easily, as an alternative to an enclosed meeting room.

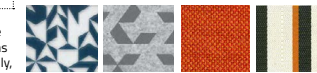
Phone Rooms are highly utilized types of meeting spaces, and the Large Conference Room / Boardroom is often frequented by visitors. For these reasons, both space types should be **designed in a similar tone to Lobby / Reception Areas** (see chapter 9) - one that is more directly branded as "Lam Research".



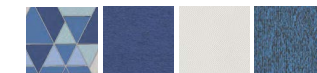
Huddle Rooms, Small Conference Rooms, and Medium Conference Rooms should be **accented with color**. Shades of **green, purple, or orange** are good choices as they respond to nature, growth, ambition, stimulation and creativity. Reds and yellows should be avoided, as they can be a bit too intense.



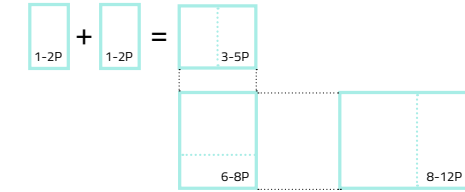
Multi-Purpose Rooms should embrace a more **dynamic, vibrant palette**.



While open meeting spaces should be a little more subdued, in **tones of blue**.



MODULARITY



Modularity allows for easier planning and construction, as well as greater flexibility to facilitate change.

In the case of enclosed meeting rooms, a 3-5P Huddle Room is the same size as two 1-2P Phone Rooms, and happens to be the same size as an enclosed office as well. This means, if there is a need to increase the number of Huddle Rooms, there is an option to knock down the wall between two adjacent Phone Rooms to do so. Or, if there is a need to increase the number of offices, a Huddle Room could be converted (and vice versa).

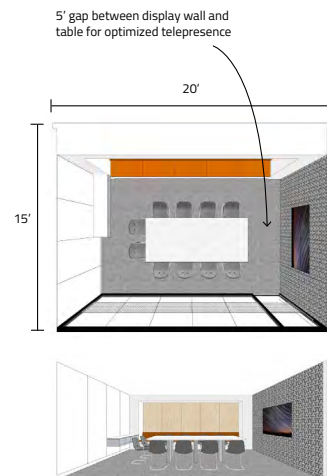
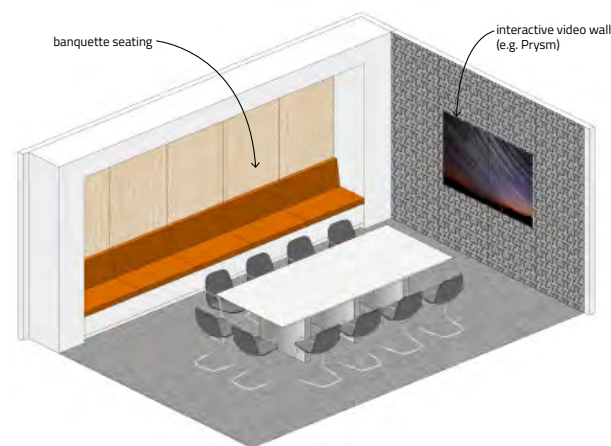
Each meeting room size shares one same dimension as its smaller counterpart. This offers the flexibility to increase or reduce meeting room sizes if necessary.

The entire workplace should be planned and designed with these flexibilities in mind.





MEDIUM CONFERENCE ROOM (8-12P)



RECOMMENDATIONS

Medium Conference Rooms are bookable meeting spaces for conference calls and medium sized meetings.

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
- perspective table
- banquette seating along the wall for additional seating capacity
- accent color

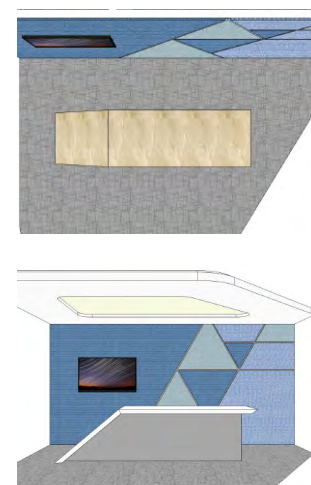
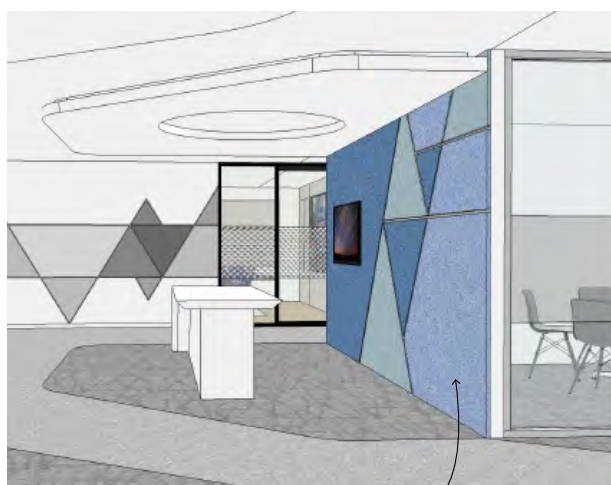
PLANNING AND ADJACENCIES

Medium Conference Rooms should be accessible in the open plan to teams within the building, as well as to groups from other buildings.

A landing space (see pages 48-49) should be located outside these rooms for pre- and post-meeting spill out. There should also be some buffer space between the room and any nearby workstation zones, so that when people gather outside the room, the acoustic impact on heads-down work is reduced.



BAR HEIGHT SPACES / LANDING SPACES



RECOMMENDATIONS

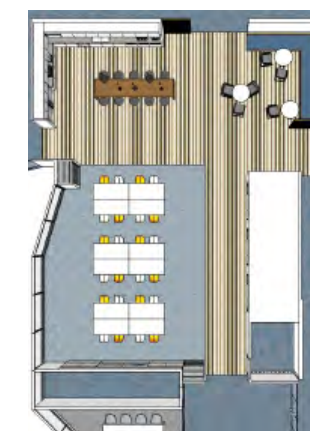
Bar Height Spaces / Landing Spaces are non-bookable open meeting spaces designed for quick stand up meetings. They are most useful right outside meeting rooms for pre- and post-meeting spill out.

Key elements to be incorporated:

- acoustic wall
- acoustic ceiling
- accent color

PLANNING AND ADJACENCIES

Stand up meeting spaces are ideal in high foot traffic areas. These include spaces right outside meeting rooms, along corridors, near hydration stations, etc.



EQUIPMENT

As the Town Hall duals as a large break room, it should be equipped with the following:

- refrigerator
- sink
- dishwasher
- water filter
- microwave
- coffee machine
- vending machine (optional)
- recycling bins
- trash
- compost receptacles (as required per local jurisdiction)

PLANNING AND ADJACENCIES

The Town Hall should be centralized and accessible to teams within the building, as well as to groups from other buildings.

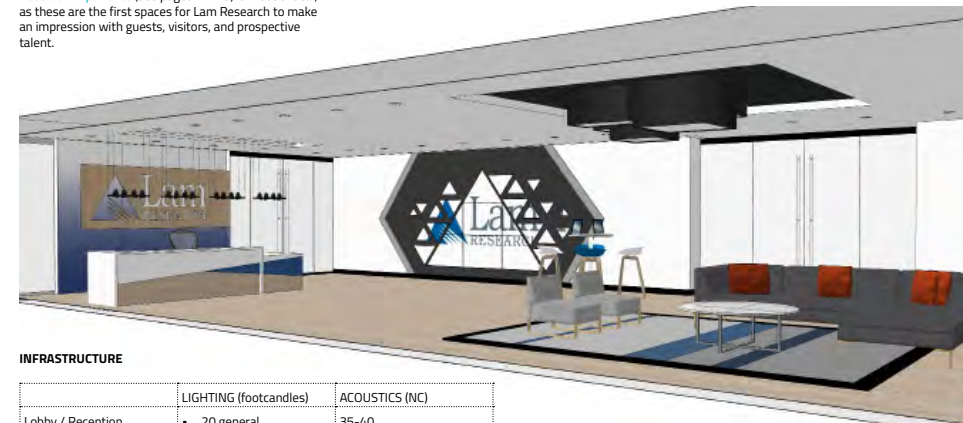
There should be no more than one per building, to facilitate more chance interaction between teams.

As break areas are typically "noisy" zones, it is highly recommended to plan small collaboration spaces (e.g. Open Meeting Tables - see pages 54-55) on the periphery to act as a buffer space with workstation zones.



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.

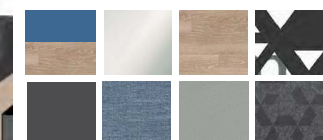


RECOMMENDATIONS

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



PLANNING AND ADJACENCIES

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.

INFRASTRUCTURE

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

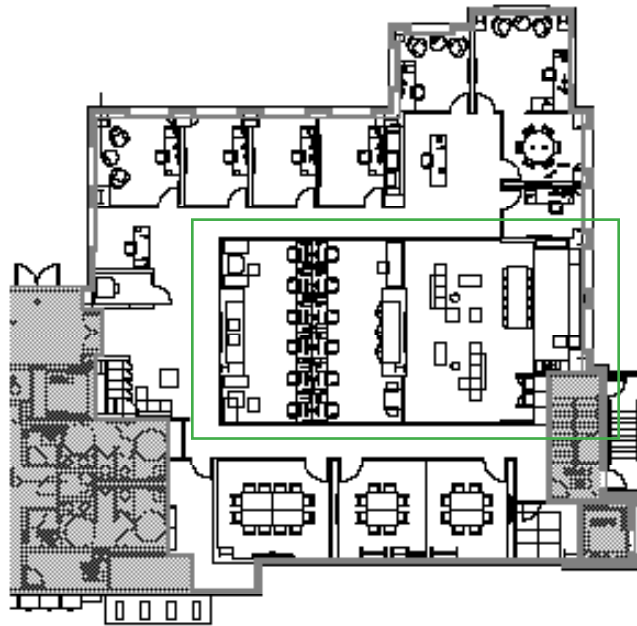
NOTES:

- 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

Index of Other Works

Citi Ventures Innovation Center

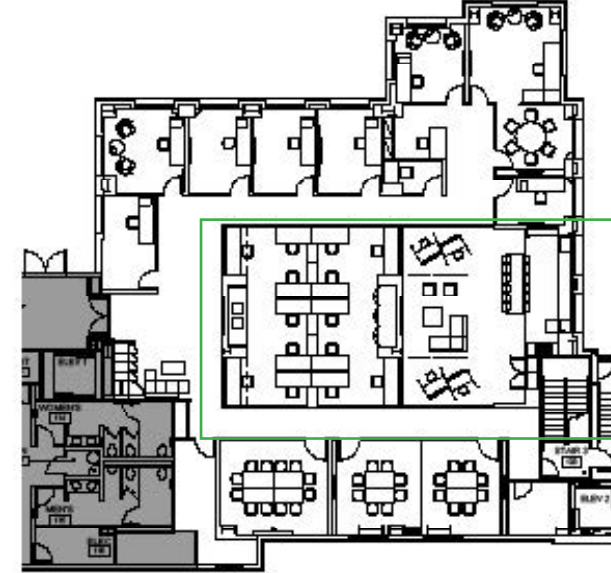
Existing Plan



SUMMARY

Private Office	Meeting
7	15
TOTALS	22

Option 1

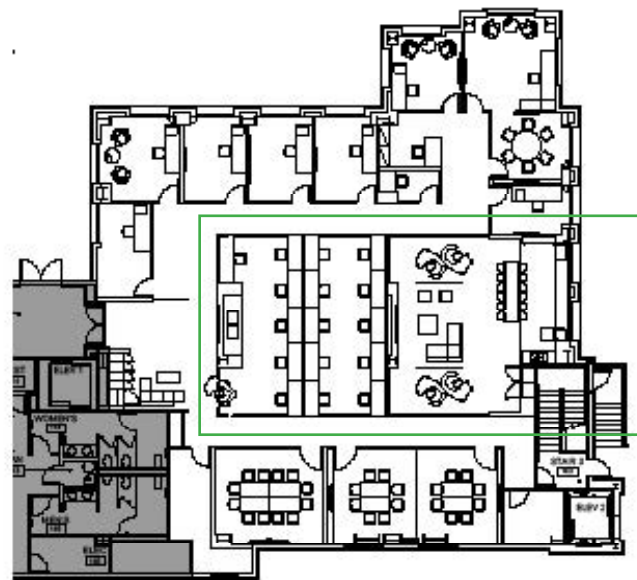


SUMMARY

Private Office	Meeting	Perf'd
7	15	10(4)
TOTALS	22	23(+1)



Option 2

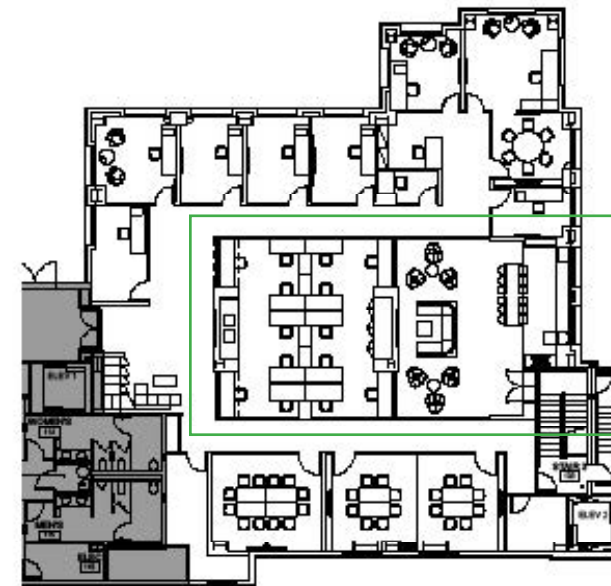


SUMMARY

Private Office	Meeting	Perf'd
7	15	10(4)
TOTALS	22	25(+3)

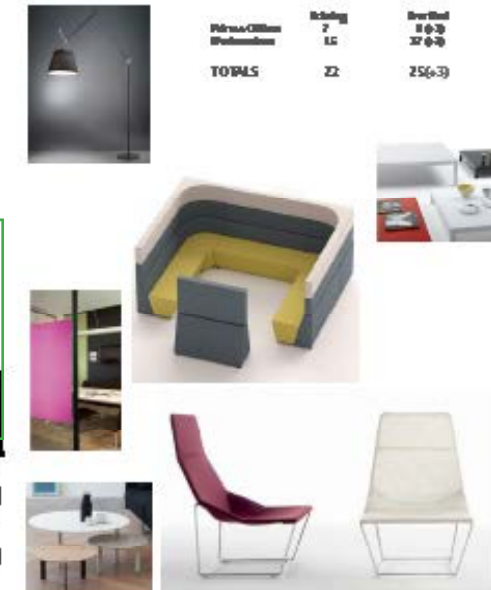


Option 3



SUMMARY

Private Office	Meeting	Perf'd
7	15	10(4)
TOTALS	22	25(+3)



Visa | Market

SPACE VISION Major Program Areas

CEO



EXECUTIVE OFFICES



CAFE



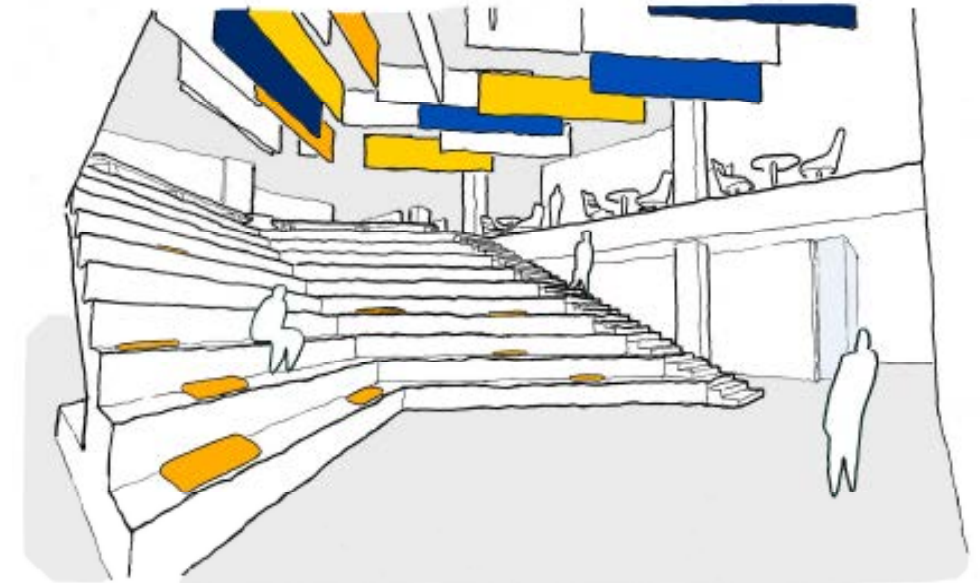
INCUBATOR SPACE



WORKSPACES



CONNECTING STAIR



PLAN OPTIONS:

Scheme 1: Universal

Floor plan layout that follows the given Visa program for workstations sizes, office sizes, and space types.

Scheme 2a: Activity Office

Floor plan layout that explores smaller footprint workstations and offices and provides a variety of shared spaces.

The layout allows employees to 'work everywhere', going between their workstation and shared spaces, for both collaboration and focus, scattered throughout the entire building.

Scheme 2b: Network Office

Floor plan layout that organizes different departments into neighborhoods and eliminates assigned workstations for majority of staff.

The layout allows Visa employees to 'work everywhere', finding workspaces that fit their task, team, or mood throughout the day.

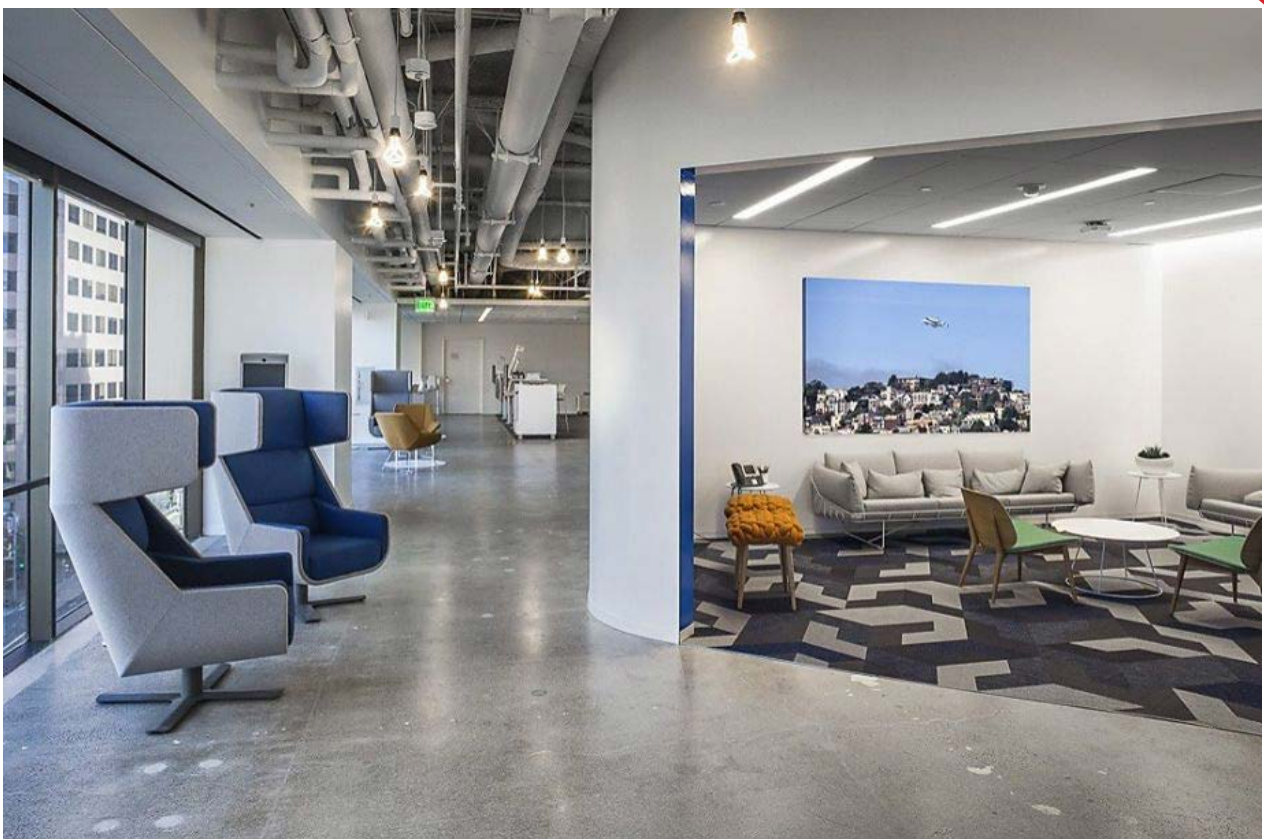
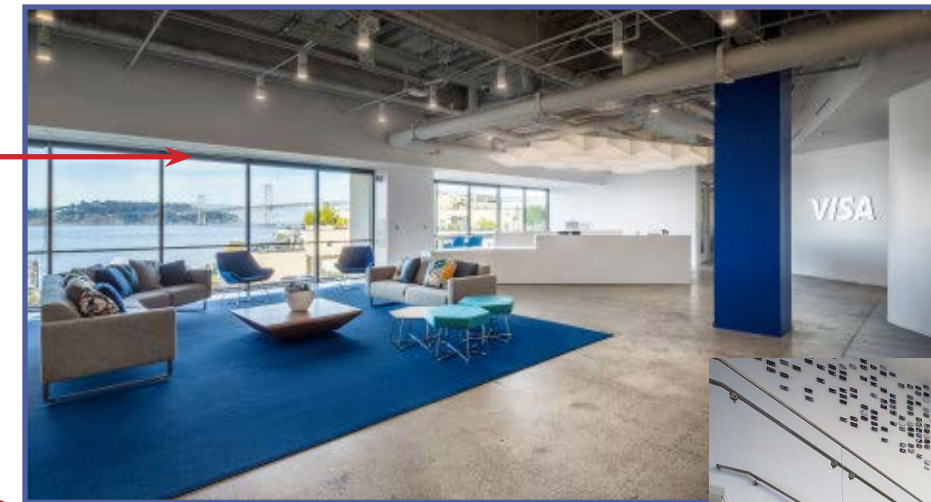
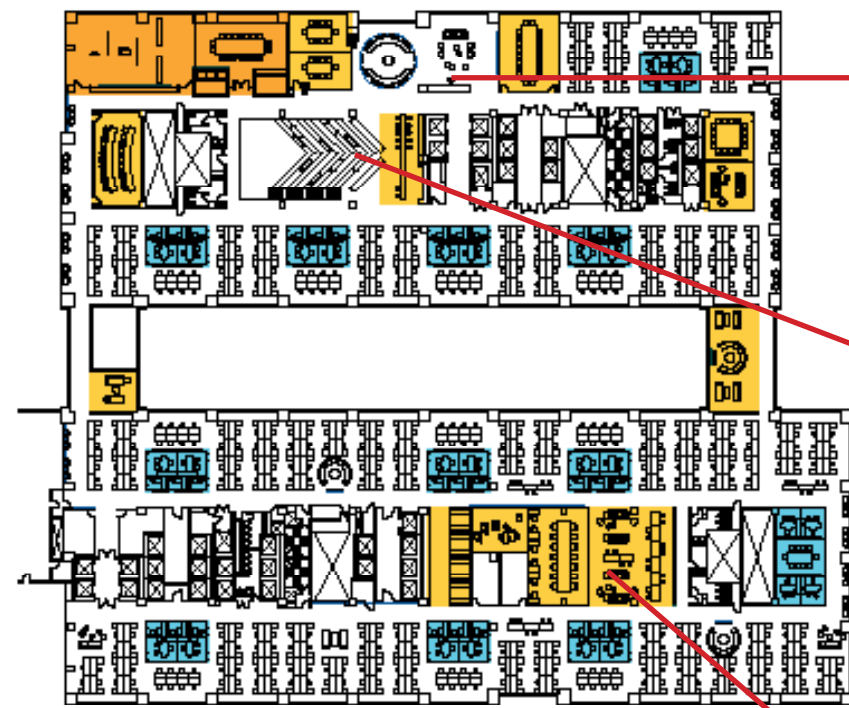
SCHEME 2a: ACTIVITY OFFICE
6th floor

Program:

- Exec Staff 1545
- Exec Office 12
- Typical Office 12
- Videoconferencing 400
- Videoconferencing 100
- Videoconferencing 100
- Management Conf 1
- PL Conf/Boardroom 1
- L Conf 1
- M Conf 1
- Hotdesk 25
- Exec Mag 4
- Exec Lounge 1
- Business Lounge 1
- Phone/Voice Room 58
- Storage/Voice Room 4
- Cafe 1
- Library/Command Center Room 1

Legend

- Exec
- Special Office / Executive
- Team Support / Executive
- Executive Area
- Graphic / Reception Hall



5th Floor Executive Lounge



Facebook, Seattle



Design & Space Guide

1.0 INTRODUCTION | 2.0 PLANNING CONCEPTS | 3.0 SPACE TYPES | 4.0 PUTTING IT ALL TOGETHER

1.1 Design Approach

INTRODUCTION
DESIGN APPROACH
PROJECT PROCESS

SOCIAL BY DESIGN
Check out this video (click here) to learn more about Facebook's design philosophy.

Design & Space Guide

1.0 INTRODUCTION | 2.0 PLANNING CONCEPTS | 3.0 SPACE TYPES | 4.0 PUTTING IT ALL TOGETHER

2.1 Space Planning

PLANNING CONCEPTS
SPACE PLANNING
CONCEPT PLANS
METRICS AND PROGRAMMING

Facebook's workspace should be as open, transparent, and flexible as possible, not chopped up or segmented.

- OPEN WORK ENVIRONMENT**: Provide an open work space that is as contiguous and as ideally connected as possible.
- POINT OF ENTRY**: Ideally located with views to outside or open spaces.
- MEETING SPACES/SUPPORT**: Candidate formal meeting rooms and other built spaces to allow for large open work spaces. Locate meeting spaces easily accessible to open work areas and to reinforce for customers & visitors.
- SHARED SOCIAL SPACES (MICRO KITCHEN, ALL HANDS, IT HELP DESK)**: Locate adjacent to open work areas and for optimal views.

Concentrate built elements to maximize open space.

Design & Space Guide

1.0 INTRODUCTION | 2.0 PLANNING CONCEPTS | 3.0 SPACE TYPES | 4.0 PUTTING IT ALL TOGETHER

2.3 Metrics & Programming

PLANNING CONCEPTS
ZONING AND PLANNING GUIDELINES
CONCEPT PLANS
METRICS AND PROGRAMMING

General Notes:
In EMA and API, the landlord fits-out the spaces to a specific standard which often includes ceilings, raised access floors, lighting, fire alarm, and air conditioning. As Facebook leases tend to run 3-5 years, most existing systems and services will be reused.

In all locations, building regulations supercede this document.

Metrics & Ratios - All Offices
These metrics and ratios for essential spaces should be applied to all offices globally depending on size.

Description	Small Office (3-49 people)	Medium Office (50-200 people)	Large Office (200-250 people)	Hub/Campus (250+ people)	Comments
	Quantity (or Ratio of Rooms to Desk)	Quantity (or Ratio of Rooms to Desk)	Quantity (or Ratio of Rooms to Desk)	Quantity (or Ratio of Rooms to Desk)	
ENCLOSED MEETING SPACES					
Small	1:10	1:15	1:20	1:30	
Medium	1:25	1:40	1:45	1:60	
Large	1:40	1:50	1:60	1:80	
Collaborative Meeting Space	None	None	1	1 per building	
All Events Space	1, combined with Microkitchen	1, combined with Microkitchen or Cafe	1, combined with Cafe	1, combined with Cafe	
Work Room	None (may use Conference Room)	None (may use Conference Room)	None (may use Conference Room)	1 per building	
OPEN WORK SPACES					
Open Office	1:40	99-200	200-250	250	
Reception	None	1:300	1:500	1:800	
Breakout	As Space Permits	As Space Permits	As Space Permits	As Space Permits	
SUPPORT SPACES					
Workstation	1	1.2 (or one per floor)	1.3 (or one per floor)	1:200	
Copy Print	1	1-2 (or one per floor)	1-3 (or one per floor)	1:200 (one per floor per building wing)	
Mechanical Room	1	1	1	1 per floor	
Laundry Service	Optional	Optional	Optional	Optional	
General Storage	1 (Small)	1 (Small)	1 (Large)	1 per floor (Large)	
Facilities/Storage	1 (Small)	1 (Small)	1 (Large)	1 per building (Large)	
Guest Room	Optional	1	1	1 per building	
IT SPACES					
Small IT Help Desk	1	1	1	1	
Large IT Help Desk	1 (Small)	1	1 (Large)	1 per building (Large)	
IT Storage	0	0	1	1	
IT Logistics	0	0	1	1	
IT Room	1	1	1	1 per building	

Design & Space Guide

1.0 INTRODUCTION | 2.0 PLANNING CONCEPTS | 3.0 SPACE TYPES | 4.0 PUTTING IT ALL TOGETHER

3.3a Open Offices

SPACE TYPES
LOBBY/RECEPTION
CONFERENCE ROOMS
a. Copy
b. Small
c. Medium
d. Large
e. XL / Training Room
f. All Hands Space
g. War Room

WORK SPACES
a. Open Offices
b. Pop-Up
c. Chill Space
d. Breakout

SUPPORT SPACES
a. Micro Kitchen
b. Copy/Print
c. Washers Room
d. Laundry Service
e. Storage
f. Quiet Room

IT SPACES
a. Small IT Help Desk
b. Large IT Help Desk
c. IT Logistics
d. IDF Room

APPENDIX

PLANS & ELEVATIONS

9' or less
1000'

Daytime pendant fixtures arranged throughout space

Open Ceiling

Furniture Plan

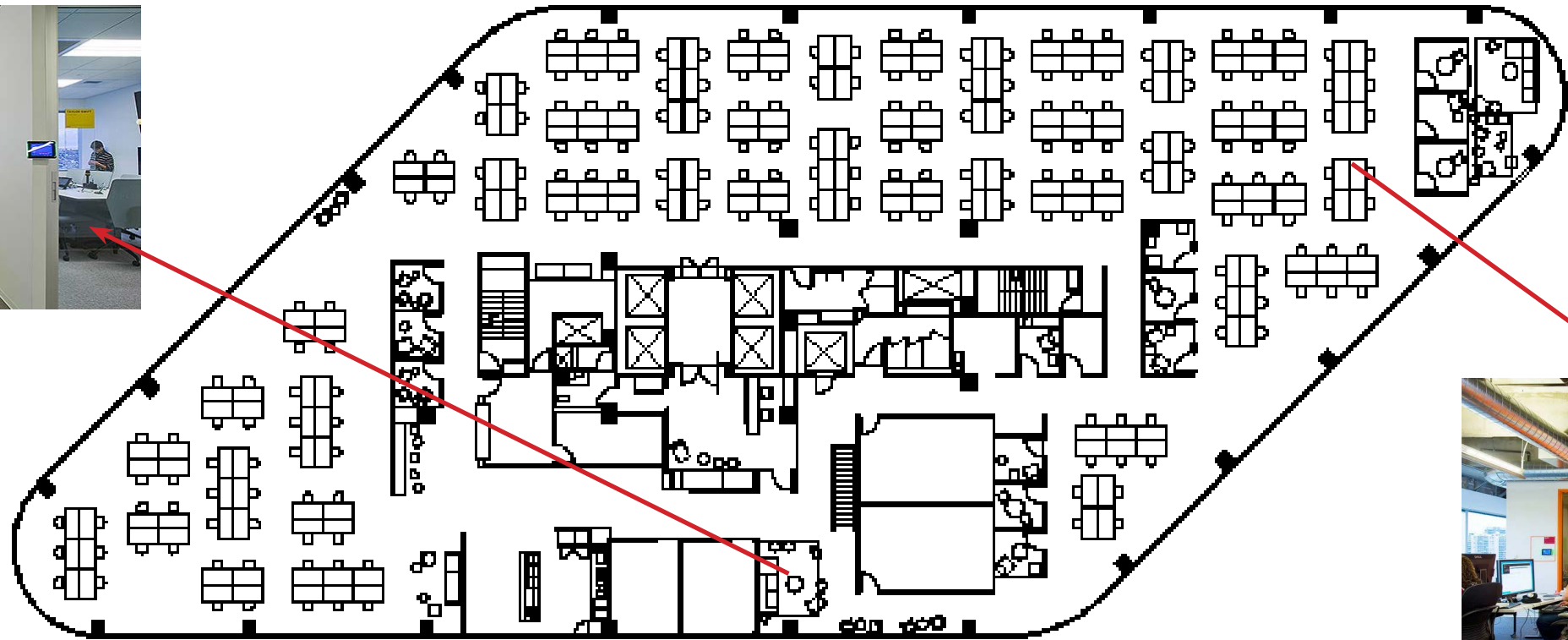
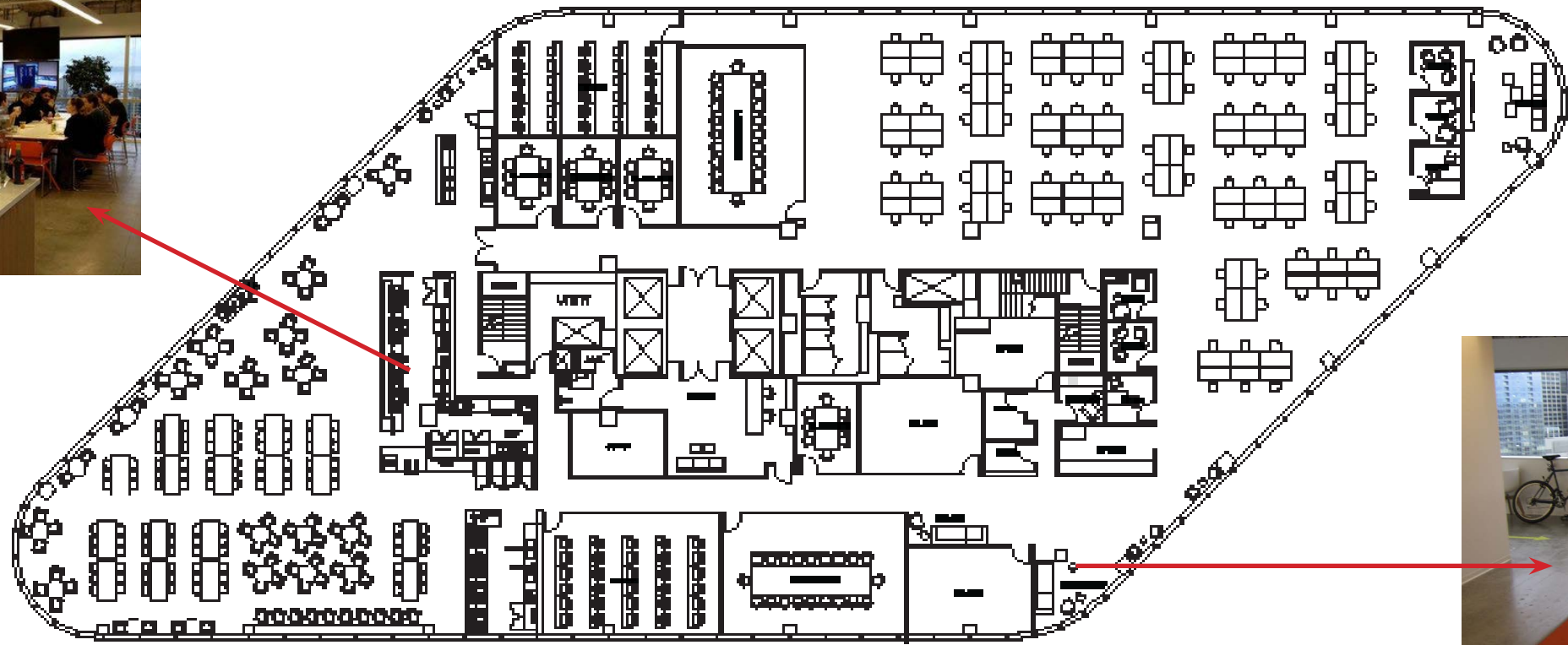
Reflected Ceiling Plan

Power and Data Plan

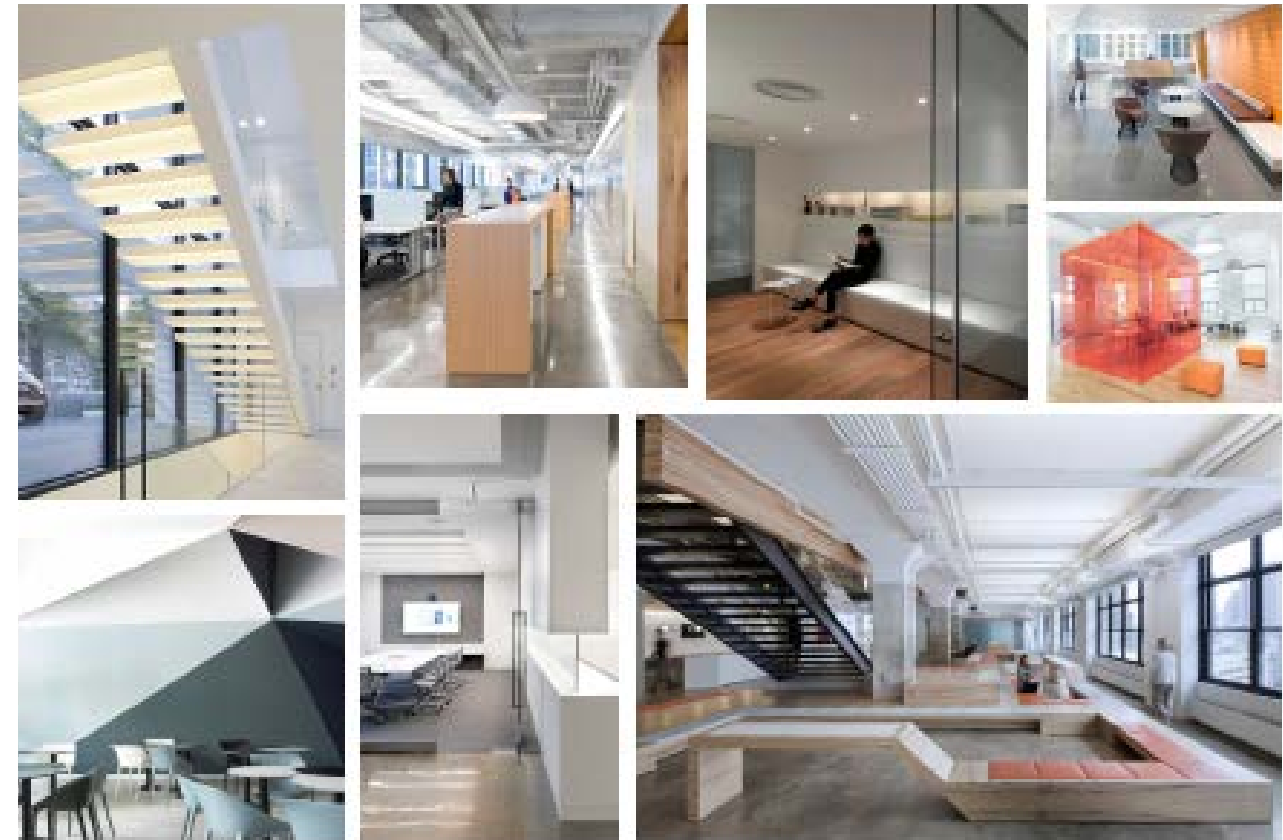
Finish Plan

There should not be more than one (1) desk per pod.

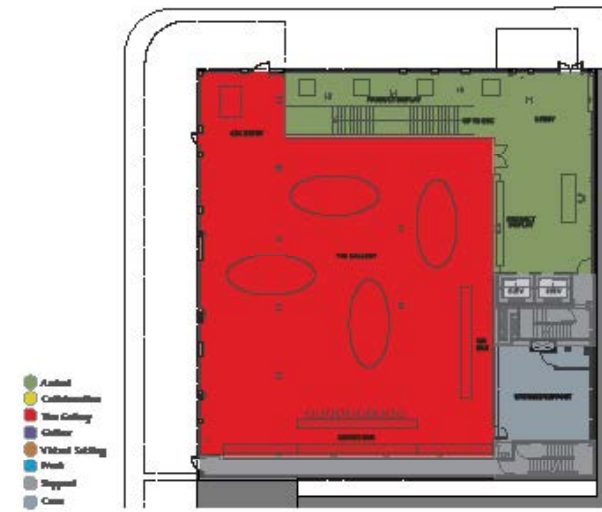
Facebook Seattle



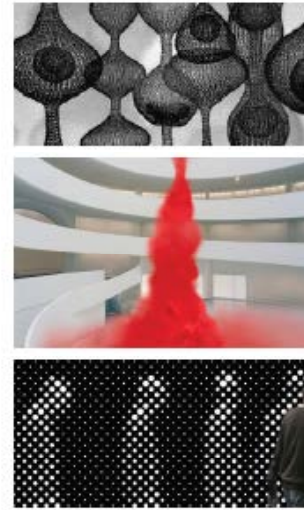
Samsung, NYC



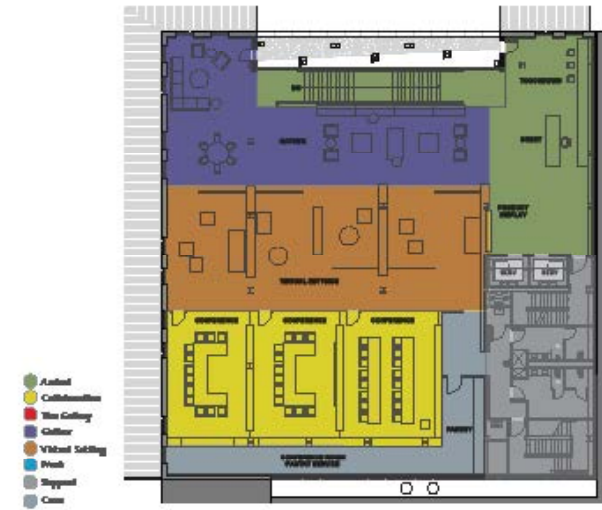
Level 3 | Customer Experience Center



Inspiration



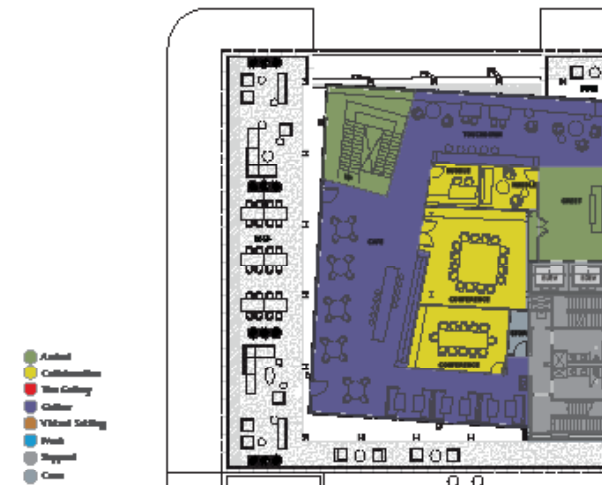
Level 2 | Executive Briefing Center



Inspiration



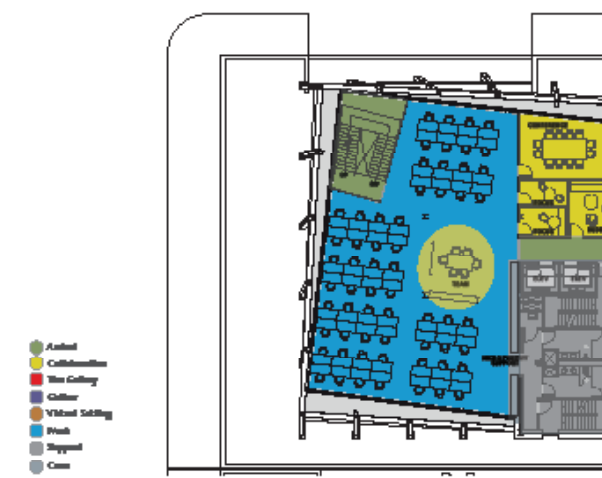
Level 1 | The Commons



Level 1 Summary

Workstation Quantity	12
Collaboration Area Quantity	20

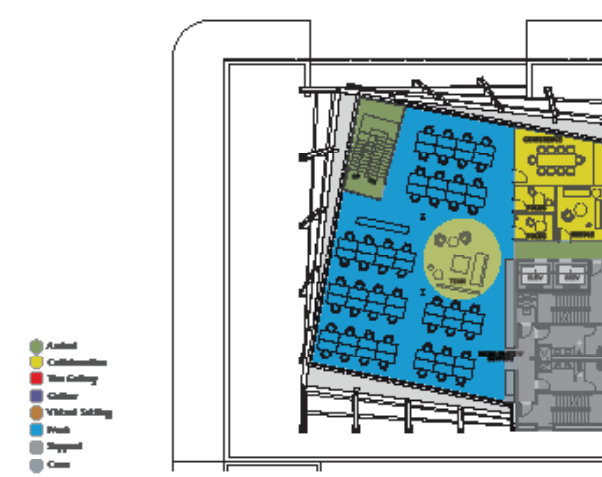
Level 4 | Workplace



Level 4 Summary

Workstation Quantity	18
Collaboration Area Quantity	18

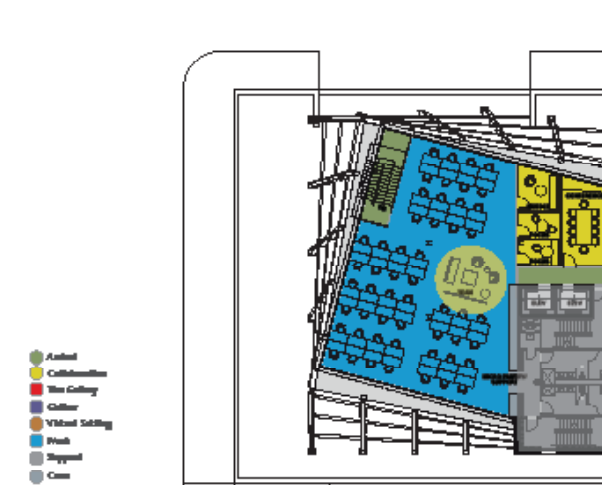
Level 5 | Workplace



Level 5 Summary

Workstation Quantity	12
Collaboration Area Quantity	24

Level 6 | Workplace



Level 4-6 Workplace Summary

Level 4	Workstation Quantity	18
	Collaboration Area Quantity	18
Level 5	Workstation Quantity	12
	Collaboration Area Quantity	24
Level 6	Workstation Quantity	12
	Collaboration Area Quantity	24

Total

Workstation Quantity	42
Collaboration Area Quantity	70

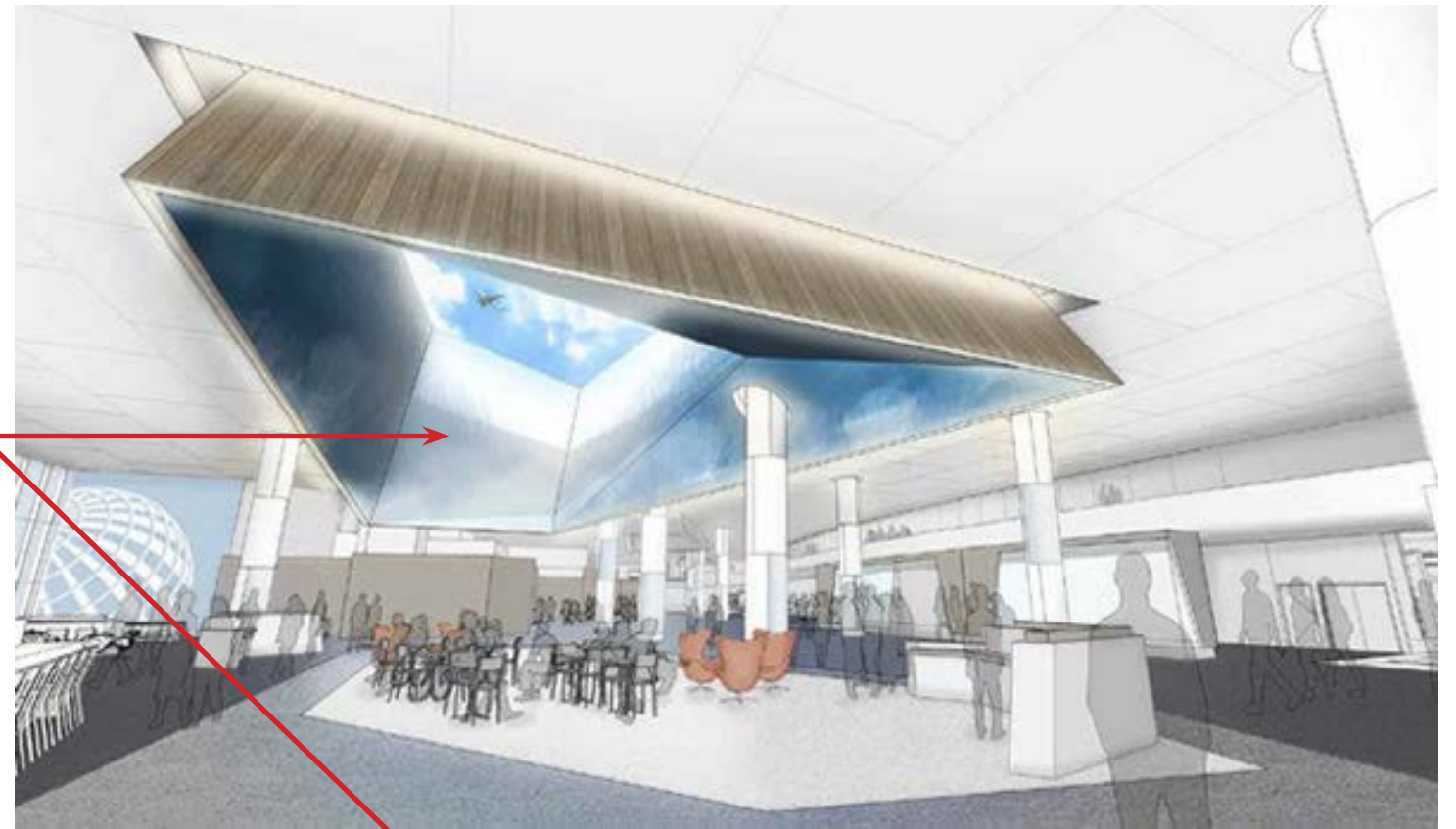
And 100% Collaboration Area Ratio 2:1

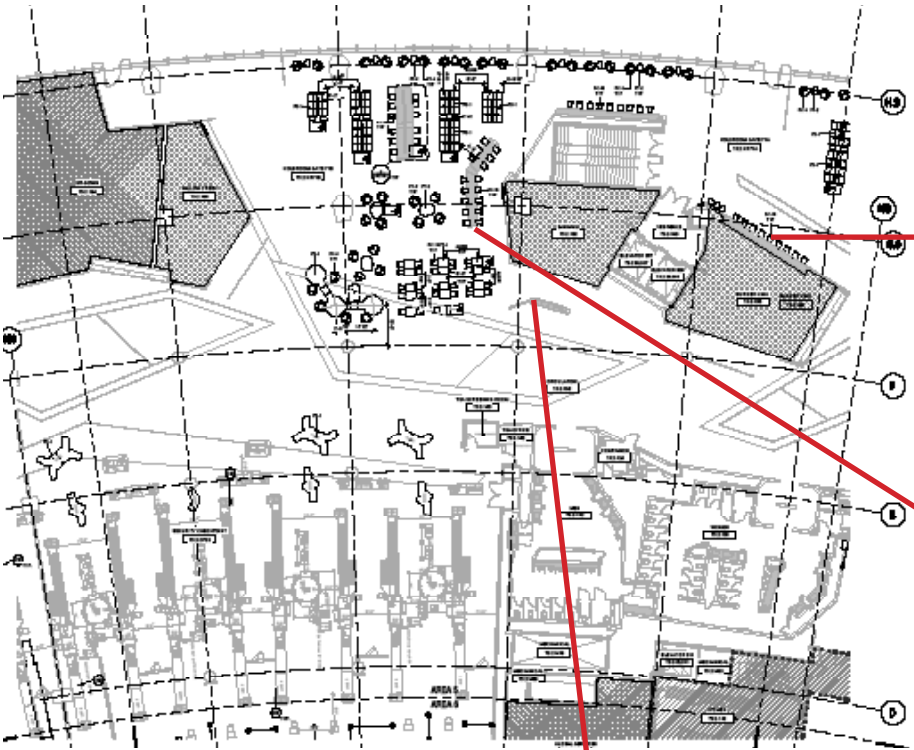
Building 1000 for Levels 4-6

(Includes The Commons)	37,000 SF
Total	354

Total 1000 per floor 354 (1000/2.8)

SFO Terminal 3 East





NetApps Playbook



30 July 2010 Draft #2



1

NetApp™

Design Playbook

1. Design Intent
2. Space Strategy
 - Impact
 - Metric
3. Design Intent
 - Objective
 - Space Description
 - Support Space
 - Reception
 - Individual Workspaces
 - Meeting
 - Collaboration
 - Collaboration Spaces
 - Open Meeting Tables for 4-6
 - Open Meeting Tables for 2-4
 - Open Meeting Tables for 2-4
 - Meeting Rooms for 4-6
 - Meeting Rooms for 2-4
 - Meeting Rooms for 2-4
 - Meeting Rooms for 2-4
 - Meeting Rooms for 2-4
 - Meeting Rooms for 2-4
 - Support - Other
 - Storage for Mobile Devices
 - IT / Mobile Devices
4. Performance and Sustainability Specifications
 - Color
 - Materials
 - Acoustic
 - Sustainability
 - Resources

Design Intent



Create a consistent NetApp experience when visiting any field office near the world. Use a consistent color palette, transparent materials, spatial organization, consistent technology, to communicate that experience.

The new workspaces reflect the organization's work, it is designed to facilitate both casual and formal interactions between NetApp employees, customers and partners. For virtual and in-person customer interactions, the experience of communication. Features include private or semi-private meeting spaces. Meeting spaces have glass walls that allow for visual connection with colleagues and the benefit of increased penetration of daylight.

The space embraces advanced technology to enhance the work environment for discussion, collaboration, and productivity. The space office features common opportunities for access to power and the internet.

The field office environment is committed to our employees, our community and the environment. It is intended that each office will achieve at least a LEED Silver rating or the equivalent. The design includes that support sustainability environment also support increased employee effectiveness.

Design Intent - Overview

20 July 2010 Draft #2

NetApp™

Design Playbook


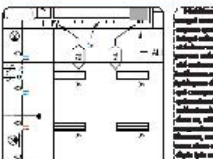

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Support Space


The first requirement of NetApp should be enhancing, creating, energizing, and clear. Reception is a public space that uses floor lighting, lounge seating and a splash of NetApp blue. The logo is discretely presented and daylight is visible. You may consider table for use when you are needed to be there. Consider functionality and form are important. In these situations a minimalist design is preferred. In all cases the reception area should be a high-quality, high-end space that is accessible to all employees and visitors.

Reception

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NetApp™

Design Playbook





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Individual Workspaces - Americas

Workdesk Workspaces

Individual workspaces for both casual and formal interactions are located in the corner portion of the field office. For maximum penetration of daylight, consider the furniture options particular to the situation. Explain the layout then in the building exterior and/or by placing tables and chairs in the corner.

The furniture choices are meant offering individual personality and the people working to promote the feeling of the space. The space office workspaces are highly vibrant and colorful that may be a color palette or could work storage computer desks.

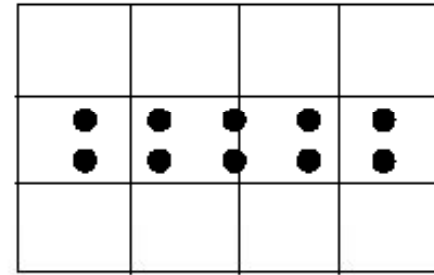





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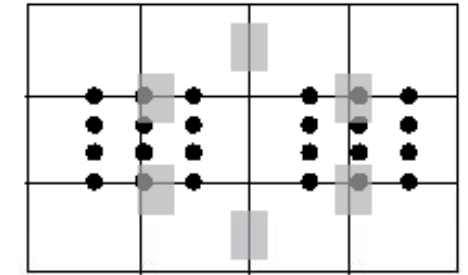
The NetApp Playbook was designed for NetApp, an online cloud company, which was looking to open offices internationally. While working at HOK, I worked on this design handbook that was then distributed to local firms to carry-out the vision HOK had developed with NetApp for their branded office spaces. The chapters included open layout office, private office, small, medium, and large meeting space, lounge and reception, among others. There were minor adaptations for North America, Europe, and Asia.

Patterns: Songza

Beginning Layouts Participants placed in couplets along a row. They are given a first instruction, a minute, and then a second instruction. The task is completed once they have chosen someone they may want to go to a concert with.



Beginning Layouts Participants were placed in two equal groups. Images were distributed throughout the space for participants to look at. They were then given a cue to promote personal spatial identification.



1. Say something nice to the person next to you



2. Choose a someone you may want to go to a concert with.

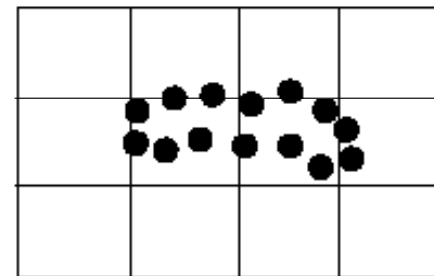


1. Look at images of different venues.



2. Draw what mode of transportation you'll use to get there.

Assessments Participants exhibited an extraordinary sense of inclusion. Rather than choosing the person with whom they had formed a quick bond, the team linked arms in one giant circle with the people all around them. They evidenced deeper bonds and concern for all members of the team.



Assessments Participants observed and drew on a primarily individual basis, with about 30 percent of participants observing socially. When asked to perform a task, they did so individually, but mostly in group orientation.

