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by

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Abstract

Corporate Architecture historically has been a setting for efficiency-driven design. Beginning with the task-oriented workstation, workers have been allocated a predetermined amount of space and given only the tools needed to complete their specified task. As history has shown, this does very little to foster innovation and collaboration within the workplace. Understanding the trade-off of efficient design for a collaborative environment is becoming essential to a company’s bottom line.

In today’s market, we are seeing a movement for change of corporate design. Companies are striving for exciting work environments that inspire the staff and set the stage for innovation. Large amounts of resources are being used to understand how the workplace can positively influence the bottom line of a company. This quantifying of design influence is the metrics tool that will carry corporate design into the approaching future.

Coupled with this metric system is the debate of branded design in architecture. Is it possible for a building to represent the brand values of the corporation it houses? This question has been largely debated between interior designers and architects and has yet to have a clear answer. While there may not be one clear correct answer, research has shown that buildings representing the brand of either the architect or the company within are architecturally significant and merit academic conversation.
Acknowledgements

For my mother, who taught me to never stop working for the things we want in life.

For my brothers, who placed the bar high and continue to push me to better myself.

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Chapter 1

Section I: Introduction

As we enter into the 21st century we see many changes occur in our daily lives. Technology is getting smarter, building are becoming more responsive to their inhabitants, the workplace is shifting away from a closed, private environment to a more open plan, and the new employees of the workforce are playing much larger roles in the development of companies. As corporate images, brands, and marketing strategies change, so too must the “workplace” for these companies change. Corporate design must seek to enhance the purpose and goals of the firm within its structure. Whether it is encouraging community, creating a stronger brand identity, eliminating the static work station, or opening the work place to a more mobile arrangement, design has the ability to influence all of these corporate efforts, which in turn effect the bottom line and productivity of any firm.

It is the responsibility of the upcoming designer to push the idea of integration further, given the new knowledge of brand development in today’s market. It’s not enough to design a beautiful structure with plush finishes in which an unknown firm will perform its daily business practices. It must become more than this. The client must be identifiable and actively pursued by the architect aiming directly at that client’s business strategy. The building can be much more than simply the space in which calls are answered or documents signed. It can be the icon or the image of a firm. It can be a place where work is second to passion and every additional dollar spent on the design or construction of the facility is returned by improved performance, identity, and operations. It’s an investment with substantial returns.

In order to move towards a workplace that not only promotes employee productivity, strengthens brand identity, caters to the particular needs of a firm, and contributes a significant architectural environment to the design field, there must exist a comprehensive understanding of how these systems can and will be integrated together. Given the current condition of the market and economy, firms worldwide are
looking to rebrand themselves and position their firm within the new market. This is a prime opportunity for architects to approach these evolving firms and demonstrate that particular design improvements could lead to increased net profit, brand identity, or employee productivity. It is up to role of the architect to identify these firms that possess such potential and demonstrate the positive results that design will have upon the corporate client.

With these thoughts of design purpose and integration, the underlying question for discussion seeks to address both the design and business values of the corporate workplace. Through the consideration of design methods, practices, and principles, how can the balance between utility and significance be maximized for a single focused corporate client?

Section II: History of the Workplace

To set a foundation for the arguments presented in this document, a comprehensive understanding to the history of the workplace must first be established.

The first documented organization of the workplace came in 1911 when Frederick Taylor published his workplace allocation methods in his book, “Principles of Scientific Management.” In this book, Taylor identified the workplace as a space where many different tasks took place. His method of organization was to identify each action, job, or task in the workplace and break it down into simple segments that are easily analyzed and taught. This method was the first documented attempt at analyzing the workplace. Taylorism was intended to achieve a number of different goals; (1) it aimed to achieve maximum job fragmentation to minimize skill requirements and job learning time; (2) it separated execution of work from work-planning; (3) it separated direct labor from indirect labor; (4) it replaced the rule of thumb productivity estimates with precise measurements; (5) it introduced the time and motion study for optimum job performance, cost
accounting, and tool and work station design; and (6) it made possible the payment-by-result method of wage determination. This practice of Taylorism emphasized maximizing efficiency of both workers and machines for maximized profits. Although proving very useful in the allied victory of the Second World War, this method treated workers as machines and did not provide any consideration to the social needs of people or humanity in the workplace.¹

Following the widespread implementation of Taylorism in the US, in the 1950s the Open Plan, or Bürolandschaft, came about. Derived from organizational theory, the rationale of Bürolandschaft was based on a more complex scientific model of human relations rather than Taylorism. For the first time the widely diverse nature of kinds of office work was recognized and the “Quickborner” team devised criteria for fitting a particular kind of office to a specific type of layout.²

The Quickborner team encouraged all ranks of company staff to sit together on one open floor in an attempt to create a non-hierarchical environment that increased communication between people and allowed for future flexibility. Bürolandschaft enjoyed a brief period of popularity in Europe, especially in Germany, and was picked up in some British offices by the end of the 1960s.

Keeping in line with these partitioned desks, Herman Miller Furniture helped to usher in the next office plan design in 1968, the Action Office. Based around the mobile wall partition wall unit, the Action Office serves to provide a

¹ [http://www.businessdictionary.com/definition/Taylorism.html](http://www.businessdictionary.com/definition/Taylorism.html)
² [http://www.carusostjohn.com/media/arts council/history/burolandschaft/index.html](http://www.carusostjohn.com/media/arts council/history/burolandschaft/index.html)
personal space for its occupant while still allowing for collaboration and surrounding views of the office.

Action was the first modular business furniture system, with low dividers and flexible work surfaces. It is still a common layout for some firms to have, and Herman Miller is still producing Action Furniture.

It wasn’t until 1980 that the partition walls began taking over the office space. Due to the swell of middle managers that were too important for a simple desk, but were not to the window-office status yet, firms began accommodating them in the cheapest way possible, with modular wall system. Thus, the Cubicle Farm was born. These featureless, modern office designs began to take over the office, as rows and rows of cubicles delineated the small space that people would crawl into to perform the day’s work. Repetitive and highly gridded, this office plan did very little to encourage social interaction in the workplace. The worker was expected to work within the confines of his or her private office, where he or she could personalize their walls. This privatized plan hindered collaboration of projects, rejected the social needs of the working staff, and restricted cross-team communication. Work became a task isolated from the rest of the office. 3

Although the Cube Farm is still a plan in use today, during the past decade, furniture designers have tried to part the sea of cubicles and encourage sociability—without going nuts. This movement has become known as the “networking” design layout. Plans such as the “open-floor” and low wall partitions are an effort to encourage collaboration while still maintaining a sense of privacy for the workstation. The most interesting

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3 http://www.wired.com/culture/design/magazine/17-04/pl_design
changes are occurring in companies with a young staff and innovative way of doing business. “Hot desk” is a new concept for the workstation that promotes universal spaces where people can go to hook into the network and work from for the day. It is slowly eroding the idea of a single personalized desk, and shifting to a desk that can be shared by employees, depending on where a staff member chooses to work that day. This type of system is only possible with the support of communication technology. Assigning laptops to staff members allows them freedom to break away from the workstation and find any place in the office suitable to their work needs for that day. If a staff member is simply writing code all day, he or she could find a spot in the lounge area with wireless Internet that’s comfortable. This versatility is only one of the many new things innovative workplaces are looking into implementing.

Section III: Movements for Change

Over the past decade, there have been a few select design firms that have realized this shift in both the workplace design and overall corporate headquarter design parameters; one of these firms in the global design company NBBJ. NBBJ is one of the leading architectural firms for innovative corporate design principles and strategies. They have published two collections of “conversations, essays, talking points, and change tools” in their series “Change Design: Conversations About Architecture as the Ultimate Business Tool.” In this series, NBBJ presents past works they have completed for clients as individual case studies. They assessed how these client companies performed before and after the new design strategies become implemented. Throughout their studies, they’ve found that the companies more willing and accepting to change realize greater successes on average than those that transfer or defer change. In brief, they state that, “these new ways of working are critical because so many companies are building in a changing environment [market, technology, mission, strategy, structure, or operations] and rather than mitigate change they build new physical structures to encourage and accomplish change.”

4 Change Design: Conversations About Architecture as the Ultimate Business Tool, NBBJ, Greenway Communications
Companies are realizing the benefits of an architecturally designed space that directly addresses both the known and unknown needs of a company. The question many companies are asking themselves now is how they might begin to establish the workplace as an exciting place for its staff to come everyday. Building upon this idea of exciting work facilities, firms are also looking into innovative ways in which they can use built structure as a recruiting tool for new talent. Google was one of the very first companies to fully embrace this notion of creating a campus environment where people are not only excited to come to work, live, and play every day, but also a place that Google can use to attract the best new talent to the industry. Due to its wild success, Google had the monetary resources to create a campus environment praised as one of the best places to work in the country. With basketball and volleyball courts, order in chef service for free, children’s day care, doctors, dry cleaning, three gyms, and bike transit system all on site, the Googleplex attracts the best and the brightest talent to help build its empire. It was one of the first to propose many of these in-house amenities that many other firms have seemed to copy. Google’s concept that every employee should spend 20% of their work time on self-driven projects unaffiliated with Google work tasks was a radical idea. It brought into question just how creativity can be inspired and nurtured among a workplace. Since its creation, the Googleplex has begun a shifting workplace movement that many companies use a starting point for their own office redevelopment.

With the Googleplex introducing its use of the campus headquarters as a key recruiting tool, the next step in the evolution of recent corporate design was the consideration of how to provide a workplace that is specific to the business needs of the company while also supporting creativity and freedom of the work station. The goal of this effort was to design a facility entirely around the organizational, business, and social functions of a firm. The design strategy must be sensitive to the needs of the company while also seeking to enhance and inform the space within the built form. With such requirements, it is impossible to create a template of design for the corporate facility. Instead, the architect must establish
a strong understanding of the client/company and create an entirely unique place directed towards the particular client.

NBBJ did just this when it took on Telenor Telecommunications as a client. The design decisions that were made were all focused around the needs and identity of Telenor, and established a campus that is unique to Telenor and its staff. Telenor’s Telecommunications Headquarters is located in Oslo, Norway and is Norway’s largest telecommunications provider. Similar to the Googleplex in campus design, Telenor’s HQ is arranged as such that communication between employees is greatly improved and holds a “paperless” policy by being heavily interconnected to each workstation. They also use the concept of “hot desk” which is the concept that they have more employees than they do desks. Desks can be shared thanks to the integrated IT systems that allow for every computer to access the personalized profile of each employee regardless of login desk. This new idea promotes a more active work process, as staff members are able to work from whichever campus space they wish. While mobility is a valued feature of this system, privacy and personal preference becomes a large topic of concern. In order to accommodate those staff members that prefer a more personalized workstation, NBBJ included some desks that could be owned by a single staff member and not able to be shared. The key feature the Telenor campus boasts is its mobility of staff.

While the Telenor campus is largely successful in many key workplace strategies, NBBJ did not fully address the approach for employee connectivity to global information resources. This staff connectivity, through various forms of media, can play a crucial role in a data analysis firm, but achieving this über-connectivity can prove difficult. In Jeanne Meister and Karie Willyerd’s book “The 2020 Workplace,” they describe über-connectivity as “the use of Web 2.0 tools associated with the social web.” They argue that this strategy will create, nurture, and energize communities of employees. They even go as far as to break down the individual stages of über-connection, as seen in the table on the next page.

5 “The 2020 Workplace”
The first stage is the acceleration of capturing of new knowledge. This stage could be an employee blog site where company experiences are shared. By sharing their work experiences, they promote a faster transfer of knowledge. Stage two is to broadcast thought leadership. Employees are encouraged to take leadership in sharing best practices across a company through video blogs or a similar medium. Stage three is the collaboration across an enterprise. A great example of this is IBM’s internal social network. IBMers are able to associate directly with one another through this network and share professional and personal information. This helps create a network across many skill-sets and expertise. Stage four is to design ways to increase innovation. A potential method to achieve this is to create a platform where all staff can submit an idea and others vote on the idea. This streamlines the decision process and allows for anyone with a good idea to submit it easily. The fifth and final stage is to engage with employees. Any corporate network is an effort to accomplish this.

The inclusion of über-connectivity in design decisions becomes crucial to the communication strategy of any company. Ultimately, creating a über-connected organization has the potential of developing a

The Stages of Uber-Connection

<table>
<thead>
<tr>
<th>Goal</th>
<th>Accelerate</th>
<th>Broadcast</th>
<th>Collaborate</th>
<th>Design</th>
<th>Engage Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Find/capture information</td>
<td>Disseminate news/thought leadership</td>
<td>Collaborate across an enterprise</td>
<td>Unleash creativity</td>
<td>Connect communities</td>
</tr>
<tr>
<td>Issue</td>
<td>Dispersing content</td>
<td>Locating expertise</td>
<td>Increasing collaboration among the global workforce</td>
<td>Solving problems and proposing ideas</td>
<td>Increasing innovation</td>
</tr>
<tr>
<td>Tools</td>
<td>Forums, blogs, RSS feeds, widgets</td>
<td>Blogs, blog hubs, video hubs</td>
<td>Communities of practice, wikis, virtual worlds</td>
<td>Innovation jams</td>
<td>Corporate social networks</td>
</tr>
</tbody>
</table>
more engaged workforce, creating a stronger employer brand, and making the workforce more agile.

Accompanying the concern for connectivity in a firm is the balance of a shifting workforce demographic. We currently face a period in which there will be five generational groups that each possesses different social, ethical, professional, and collaborative desires. Establishing a single workplace that addresses all of these generation’s needs is one of the most challenging tasks for the workplace designer. As we examine the shifting demographics of the U.S. workforce, we see the following:

- The number of U.S. workers over the age of 40 has increased significantly; 51 percent of the U.S. workforce in 2010 is expected to be 40 years of age or older, a 33 percent increase since 1980.6
- The number of workers aged 55 years and older will grow from 13 percent of the labor force in 200 to 20 percent in 2020.7
- Simultaneously, Millennials (individuals born between 1977 and 1997) will be entering the workforce in record numbers. Currently representing 22 percent of all workers, by 2014 they will make up almost 47 percent of the workforce.8
- The gender composition will also change, as more women are entering the workforce and staying in it.9
- Finally, Latino Americans, who currently make up 15 percent of the U.S. population, will account for up to 30 percent of the U.S. population by 2050.

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7 Ibid
These changes are the determining factors for the workplace of 2020. The pie chart below illustrates the U.S. Census Bureau’s population in the year 2007.¹⁰

![Pie Chart: Generations as Percentage of U.S. Population]

What does this mean for the architect? It means the architect must be conscious of all five generations within a single workplace, and seek to provide design strategies that meet the social needs of each. In an attempt to identify the needs of the Millennials, Meister and Willyerd argue that “freedom of choice and expression, customization and personalization, corporate integrity and openness, intense collaboration, speed, and innovation” as the defining characteristics Millennials look for in the workplace. The table below shows the results of a study on desired work characteristics based upon generation groups. The ratings are on a scale of 1-10 (10 being the least important). Upon studying the chart, the importance of having a company with strong values, a strong brand, and a reputation for CSR (corporate social responsibilities) is nearly the same across generations. Differences in generational interests can be found in preparing future skills, importance of friends in the workplace, and having a clear career path.

¹⁰ Source: U.S. Census Bureau, 2007 American Community Survey
The chart and table provided demonstrate the different values of the U.S. workforce. It is the role of the architect to provide a space that will accommodate all demographic groups and align these accommodations with the client’s workplace strategy.

Beyond the workplace strategy, companies are now looking to strengthen their “brand.” As seen in the illustration below, there are many contributing factors that affect the brand of a product or company, and all of these underlying elements are constantly working to change, shift, or reposition a brand. Approaching brand from a design perspective, the architect must be able to identify the brand profile and work to enhance the core brand values. If the architect is able to associate the client’s brand identity with the structure designed, then the potential for brand awareness increases significantly.

“Architecture needs to become a catalyst that brands its user—supporting and
boosting the identity and aspirations of clients in both their economic and social ambitions through new structures, interfaces, and networks that facilitate growth and transformation.”

Frank Gehry’s Guggenheim Museum in Bilbao is an example of a successful creation of brand equity. Through his radical forms, Gehry was able to use the building itself as a strong marketing tool for the museum’s program. Disregarding its climb to iconic status, the building contributes to the corporate brand of the client. Similar to special use architecture, corporate architecture must also possess the brand identity of the client. “Corporate architecture, as an integral part of a comprehensive corporate identity program, conveys a firm’s core ideas and belief systems by simultaneously providing a symbolic dimension, an emotional experience, and an organizational structure that help strengthen corporate values on a perceptual level.” The architecture must transmit the firm’s values both externally to prospective customer and internally among workers.

Section IV: Design Principle Takeaways

Corporate architecture must seek to address the social, political, economical, and business elements of a client. The architect cannot rely on a design framework of reference but rather he must address these all-encompassing components with particular specialization. No two firms are identical, and therefore, no two design strategies will be the same. Among the essential elements the architect must consider when designing a corporate facility are workplace strategy, the business strategies (both known and unknown), and the added value architecture can impart to its users. These three elements must be aligned in order to create a

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11 “Brandscapes”
12 Brandscapes, pg. 259
successful corporate space. As depicted in the image to the right, the vision, the experiences desired, the expressions articulated, and the actions of the architect and client must be aligned.

“Architecture must become a promotional medium that not only effectively represents but also helps define a client’s identity whether the client is a city, a corporation, or an individual.”13

13 Ibid
Chapter 2

Section I: Company Profile

Co-founded in 1989 by Clive Humby and Edwina Dunn, Dunnhumby’s unique framework embeds customer insight into an organization, enabling companies to make every decision a little better and a little faster.

Dunnhumby is the leader in personalizing the world’s experience of retailers and brands. Analyzing data from over 350 million people in 25 countries, they help companies put customers at the center of every decision. They use their insight to improve customers’ retail and brand experience to earn their lifetime loyalty. This strategic approach to putting the customer first in business improves their clients’ like-for-like sales and profit margins – or, put simply, grows measurable value. Employing more than 1,500 people in 30 offices in Europe, Asia and the Americas, Dunnhumby serves a prestigious list of companies including Tesco, Casino, The Kroger Co., Procter & Gamble, Shell, Coca-Cola and Mars. The Dunnhumby Group also includes the Word of Mouth marketing experts BzzAgent and price optimization company KSS Retail.¹⁴

¹⁴ http://www.dunnhumby.com/us/about
Dunnhumby combines proven natural abilities with big ideas to find clues and patterns as to what customers are buying and why. They turn insights from over 200 million households worldwide into actionable strategies that create dramatic growth and sustainable loyalty, ultimately improving brand value and the customer experience. “We put genius into making sure our clients and our people get to know and treat their essential customer better than anyone else. To sustain growth, a brand must have a deep understanding of how to earn mutual trust with their customers.”

All of the work Dunnhumby does starts with the data. There are three types: customer data (this could be from a loyalty card program), sales data (this could be from electronic point-of-sale) and traditional market research data. Data insights tell a lot about customers and their behavior. These are used to

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15 http://www.ratemyplacement.co.uk/company-profile/854/dunnhumby
build customer-driven action plans - ways to build a client’s business by better matching all aspects of the retail operation to the needs and aspirations of the customer.

DunnhumbyUSA is currently staffed by roughly 250 employees and is rapidly expanding. Their headquarters is located in Cincinnati, Ohio on the corner of West Third Street and Central Avenue. DunnhumbyUSA’s largest client, Kroger, maintains its headquarters in Cincinnati as well and is the key reason for Dunnhumby’s current US location.

Section II: Dunnhumby Beliefs and Values

Supporting every decision any “Dunnhumbian” makes is the beliefs and value system implemented by past CEO Clive Humby. This system is more than simply feel-good words that seek to inspire the uninspired. Rather, these beliefs are the core convictions they hold to be true. Their values lay the foundation of their culture and are the behaviors they expect when they work, communicate, and interact with others.

Beliefs

Start with the data. Through the collection, analysis, and application of data, customers begin to speak to Dunnhumby in a unique language. The customer can tell them what their shopping needs and wants are, and what will keep them coming back as a loyal customer. The information collected describes the shopping habits of the consumer, and prescribes a plan-of-action for the retailer to retain that consumer.

Next are the great people that make up Dunnhumby. Being awarded the title of “one of the top 10 medium-sized places to work in the USA”¹⁶ doesn’t happen overnight. It is the culture of people within the company that make it such an exciting place to work. By having such opportunities as company sports teams, local philanthropy events, and company outings, Dunnhumby is able to attract the best

¹⁶ http://www.entrepreneur.com/gptw/84
and brightest talent entering the workforce. They are also known for their unmatched benefits package and highly competitive wage compensations.

With such complex data analysis and talented young minds, the next belief is the genius of simplicity. True genius comes from making the complex simple, which is precisely what Dunnhumby does for its clients. Through the classroom training sessions to the one-on-one client assistance, Dunnhumby is fully committed to providing the best service for their clients, so that these clients can then make informed decisions positively affecting the end consumer.

Possibly Dunnhumby’s largest and most prevalent belief is customer first. They believe that if you’re loyal to customers, then they’ll be loyal to you. Customer loyalty was one of the building blocks of the company when it first got started working with Tesco (the largest card member shopping club in the UK). Since then, it has become a pillar of their beliefs and continues to serve them well.

Values
The foundation of Dunnhumby is built upon four distinguishing core values:

**Curiosity**: People at Dunnhumby have an endless appetite to understand, challenge, innovate and learn.

**Passion**: Dunnhumbians are relentless in our positive enthusiasm.

**Courage**: Taking the right route is not always the easy option, but the rewards are far greater.

**Collaboration**: Working together is essential for successful business.

“We affect the ‘hard wiring’ of retail operations by using the data insights to improve the sales offer: product range, availability, pricing and promotions. This enriches the customer experience. Moreover,
we influence the ‘soft wiring’ by helping our clients’ people better understand, interact and respond to their customers. This improves customer engagement.”

This customer focus embeds customer insight into the organization – the best way to build sustainable loyalty and enable companies to improve sales, profit – and ultimately – brand value.

Section III: Customer-centric

Dunnhumby’s work helps companies put the customer at the center of every decision.

All of their work starts with data. They primarily use sources that reflect behavior, such as transactions and loyalty cards, but also overlay research, media and online data. They then turn this data into data insights that tell them what action to take. Using these insights, they personalize the experience by enabling their clients to deliver a more relevant offering to each customer, both in communications and in the retail environment, on and offline. This helps their clients demonstrate their loyalty to their customers.

Dunnhumby works with clients to change the organization, embedding the principle of ‘customer first’ into their everyday decisions and ways of working. Customers repay that loyalty by buying one more product, one more time. This increases sales and profit margin, or - put simply - grows measurable value for their clients.

Steps to Success

1. Collect Data
2. Create Data Insights
3. Personalize the Experience
4. Change the Organization
5. Grow Measurable Value

Section IV: Urban and Social Corporate Context

DunnhumbyUSA came to Cincinnati in 2003 as a result of their close business relationship with Kroger. Since their arrival in the city, they continue to be a powerhouse of young talent. Growing at an annual rate of 13%\textsuperscript{18}, they attract the best marketing analysis minds around. But what does this mean for the rest of Cincinnati? Cincinnati is fortunate enough to have a few top fortune 500 companies stationed in and around the urban landscape. While Dunnhumby is growing at an incredible rate, this does not pose an immediate threat to any of these corporate giants.

Since their arrival in Cincinnati, Dunnhumby has remained located on the corner of West 3\textsuperscript{rd} Street and Central Avenue. This is the most southwest corner of the downtown cityscape. The benefits of being located in this distant area do not seem to outweigh the costs. It could be speculated that a relocation of the company to a site more centrally located in downtown Cincinnati would contribute to a more visible branding image. Relocation could serve to enhance the company’s current client relationships, while

\textsuperscript{18} http://www.entrepreneur.com/gptw/84
potentially establishing new ones. Kroger, being such a big player in DunnhumbyUSA, could be better served by a location closer to it, promoting more collaboration between businesses.

Technology is also a crucial aspect of the corporate structure at DunnhumbyUSA. Every day staff members are talking to clients and co-workers around the globe via telephone, videoconference, or other media forms. Effective as this may be, there is still an intangible value to having physical face-time with another human being. It promotes trust, which in turn creates a more positive client relationship.

One of the unique social situations within Dunnhumby is the concept of the workplace. Going against Cincinnati’s traditional grain, Dunnhumby has elected to pursue a more innovative workplace strategy. Over the years they have been slowly shifting towards more open floor plans, bench seating arrangements, and multi-use “hot desks” where anyone can come and use the space. They have seen the benefit an innovative workspace brings to a company, similarly to the benefit Google saw with the creation of the Googleplex. Dunnhumby has the passion and drive to push forward to new ideas and ways of establishing a workplace where staff member can work, live, learn, and play.

Section V: Organizational Structure

Following its strive for workplace innovation, Dunnhumby does not believe in a hierarchical staff structure. Very few of the staff members have titles, and there is no preferred treatment given to any particular group or experience level. There are no closed-door offices, but rather everyone sits at similar desks in an open plan. Even the CEO sits at an open desk and invited any and all staff members to stop by his desk. Although this is not a new workplace strategy, it is revolutionary for Cincinnati. These types of systems fall in line with a matrix organizational structure, depicted on the next page.

By breaking the mold of the cubicle farm and setting everyone equal in physical desk positioning, Dunnhumby is able to accomplish a number of workplace goals. They have opened up the lines of communication, both business-oriented and personal, between staff. This encourages more collaboration between the staff, contributing to one of the four core values of the company. To meet
the social and professional needs of the different generations, DunnhumbyUSA utilizes a few different workstation styles. For the departments that require less staff interaction, such as accounting, the action office is still used. With many of the older staff, Baby Boomer Generation, occupying these roles, the action office provides the privacy and consistency this generation prefers. For the younger staff, Generation X and Millennials, DunnhumbyUSA provides the choice of a personalized desk space or shared desks (hot desks) throughout the office. This helps to meet the varying preferences of each generation group within the staff.

Section VI: Future Growth

DunnhumbyUSA is looking to expand its staff from 450 to roughly 900 staff members over the next 10 years. Keeping with this pattern, Dunnhumby (UK) is also looking to double its staffing resources in the next 5-10 years. In order to have the resources to accommodate this rapid growth plan, they each require a new facility that can provide the necessary tools to make this growth transition as smooth as possible. DunnhumbyUSA has plans to strengthen their relations with Kroger in the US while also acquiring new clients. They are looking to relocate within the Cincinnati Central Business District, and have begun looking into potential sites for the construction of a new DunnhumbyUSA headquarters.\(^1\)

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\(^1\) Interview with Chris Richter, DunnhumbyUSA facilities manager
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<tr>
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Chapter 3

Site Assessment

As DunnhumbyUSA looks to a new site to relocate their office, there are many deciding factors that will influence their corporate headquarters location. Consideration must be given to the business context implications, the urban landscape context, and the ecological site response. These three relevant elements are the primary drivers behind the site selection for the new office facility. It is the goal of DunnhumbyUSA to enhance their current business relations, position their company brand within the urban landscape, and support an ecological approach to sustainable design practices.

DunnhumbyUSA is currently located on the corner of West 3rd Street and Central Avenue, the most southwest corner of the downtown Cincinnati grid. Due to their location between two major highway overpasses, they must seek a new site for their office. With the Cincinnati highway expansion project
approaching, they will not be able to remain in their current office, as it will likely be demolished to make way for the highway system. When asked where they would most like to relocate, they stated that it is a very high priority to stay inside the Cincinnati Central Business District limits. With such an already developed urban zone, they initially thought of reusing an abandoned structure. However, given other size requirements and desired floor-plate area, they soon realized that a newly constructed facility would be the best way to achieve their design goals.

Section 1: Business Context

When looking at possible relocation sites, DunnhumbyUSA must consider it’s working relationships with its current corporate clients. Some of these clients include Ruby Tuesday, Macy’s, and Kroger. Being the largest client and majority owner of DunnhumbyUSA, Kroger has the largest priority in the relocation site. Not to be ignored, Macy’s also has a sincere interest when considering what site will best suite the business needs of DunnhumbyUSA.

As a marketing consultant firm, DunnhumbyUSA very frequently holds meeting with its clients to discuss new results and strategies. They also provide all of the training necessary to use their consulting products within their office. This not only causes a need for a large training space for program, but is also serves to benefit both DunnhumbyUSA and they’re clients if the new office is located in close proximity to leading clients. It could establish a more effective connectivity and demonstrate loyalty to their clients.

Keeping this in mind, the leading client that will benefit most from a close proximity location to DunnhumbyUSA is Kroger. The Kroger Company has its headquarters in Cincinnati on East Central Parkway, an oversized parkway separating the Central Business District from the northern Over the Rhine area. As a primary transportation route through downtown, Central Parkway offers high visibility to the businesses along the road. Kroger has also taken the position as the most north high-rise structure.
Aiming to meet these needs of both Kroger and DunnhumbyUSA, the site on the corner of East Central Parkway, Walnut Street, and East Court Street is best option for relocation. Currently an open-air flat parking lot with 158 parking spots, this site provides the best opportunities for dunnhumbyUSA to achieve its relocation goals.

Section II: Urban Landscape Context
Set along a primary transportation parkway, this site marks the start of the downtown Central Business District on Walnut Street. Surrounded by historical buildings, parking garages, Cincinnati court facilities, and retail stores on E. Court Street, this site offers everything a developing company would want for its dynamic staff. When considering the urban context a company desires, it must not forget to consider its staff and their needs and wants. With DunnhumbyUSA having a majority young staff, there are certain benefits this site offers, including a close proximity to Fountain Square (4.5 blocks), newly developed urban living within walking distance (3 blocks), close walking distance to Cincinnati’s nightlife scene and Aronoff Center, and ample parking arrangements (1 block).

This site would stand to not only offer the staff of DunnhumbyUSA a vast array of site amenities, but it would also establish the headquarters as a gateway into downtown on Walnut Street.
**Section III : Ecological Response**

With the “Green Movement” coming into fame, many corporate organizations are looking to become more “sustainable” in their business efforts. DunnhumbyUSA is no different than these organizations in this respect. They too have a desire to work, live, and play in an organization that believes in doing things as ecologically responsible as possible with little negative impact. For this reason, an in-depth site analysis and environmental study would serve to educate all parties on the design possibilities for the new headquarters facility.

<table>
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<td>Data Source: TMY3, 72.4297 WMO Station Number, Elevation 488 ft</td>
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**Temperature Range Graph for Cincinnati, OH**

Such site elements as the temperature range, the annual daylight, and the direct sunlight received are essential to any successful ecological design. Among the many environmental guidelines a designer must consider when developing a site, below is a list that is specific to the Cincinnati region. Developed using Climate Consultant 4.0, this list ranks the design guidelines by significance (1 being the most significant).
These guidelines provide an initial investigation to the specific climatic conditions of the Cincinnati area. From these, a further investigation of the specific site elements can be addressed. Through ecological site studies, the design decisions for dunnhumbyUSA’s new headquarters can seek to minimize any negative environmental impact on the site and surrounding area.
Chapter 4

Building Program

The project proposed in this document is a newly designed headquarters for the local company dunnhumbyUSA. It will seek to meet the business, social, and environmental needs of the company while still maintaining a high sensitivity to design elements.

“dunnhumby is the leader in personalizing the world’s experience of retailers and brands. Analyzing data from over 350 million people in 25 countries, they help companies put customers at the center of every decision. They use their insight to improve customers’ retail and brand experience to earn their lifetime loyalty.”

Section I: Space Identification and Description

Front Entry:

This space will be the first point of contact between visitors and staff members. Once greeted by the office assistant and admitted through the turnstiles by security, visitors will take a seat in the lobby area. This lobby area will comfortably allow for large or small groups to congregate in the lobby area while they wait to be admitted to a training or meeting space. The special qualities of the lobby and entry spaces will encourage a new frame of mind. Raw materials will suggest the transparency and young attitude of the company while the connection to sunlight brings beautiful shadows and light into the space.

Meeting Rooms:

Scattered through the facility, these rooms will range in size to accommodate both small and large groups. Each room will be equipped with video-conferencing technology and comfortable seating arrangements. They will provide both the option for natural light or complete shade to accommodate the needs of the occupants. Contributing to the company’s innovative strategies, some may or may not
have doors, allowing for visitors to enter and exit quickly. This will promote rapid activity and support
the “openness” within the office.

Training Rooms:
Located close in proximity to the lobby area, these rooms will be flexible, allowing for small to large
groups to occupy the same space, given the movement of room partitions. They will provide a personal
learning station for every “student” that promotes a comfortable learning environment. These rooms
will be supplied with ample daylight. The spatial design on these rooms will be open, with minimal
distractions and raw material finishes with comfortable arrangements.

Congregational spaces:
To accommodate for the large events hosted by dunnhumbyUSA, there will be one large event space
able to hold 250-300 people. There will be a small space to provide for catering needs. This large space
will provide any and all technology needs for the presentations. Its contemporary design will allow for
presentations, banquet hall use, and any other use the company may have need for.

Fitness Facility:
Located in the lower levels of the building, this facility will include full free-weight sets, multiple aerobic
machines, a group fitness room, shower facilities, and a wellness area offering an array of services. This
space will have direct access to the exterior of the building and the bike-sharing program offered by
dunnhumbyUSA. Providing state of the art fitness machines, the fitness facility will meet all staff fitness
needs.

Workstations/Departments:
There will be a variety of workstation design throughout the office. Much of the office workstations will
be pod-like, enhancing current collaboration between staff members. There will also be a series of
“hotdesks” on every floor that allow for staff members to work from multiple locations if they choose.
The pod partitions will be low, and the floor plates will be wide and open. The office environment will
feel open, innovative, and have a “loft feel.” There will be an emphasis on innovation in workstation layout and design.

Food Spaces:
Each level will have its own kitchen where staff members can prepare their individual lunches. There will be a single large lunch café where staff can purchase an assortment of lunch items, depending on each day’s selection. The café will provide inside and outside seating areas where staff members can sit in large or small groups. The café will serve hot and cold beverages all day to staff members. This space will promote interaction between staff members on lunch break through seating layout and functional design.

Parking Facilities
To accommodate the future 500(+) staff members at the new headquarters, the facility will provide enough parking for 50% of the staff and ample visitor parking in an on-site parking garage. The remaining 50% of the staff will be given a few different parking options. These options will be either the adjacent open-air flat parking lot across East Court Street or the large parking garage half a block west on East Central Parkway.

Extra-curricular Activities Spaces
This space will contain the in-office amenities of table sporting activities, i.e. ping pong, foosball, billiards, etc., video games, and any other specified entertaining activities. The space will promote the use of these tools through office placement and availability. The goal of these spaces is to provide brief breaks from work for the staff and promote the live, work, play theory of workplace.

Section II: Project Design Statement
Careful analysis of the DunnhumbyUSA culture and the current work environment has led to the creation of the framework for the project. Through focus group studies and personal interviews, the four core framework concepts have emerged as diagramed on the following pages.
First Design Framework

The first core framework is the essence of inspiration. DunnhumbyUSA is a company that seeks to push its clients to think in new ways and spark action in systems that are not being utilized to their fullest. To support these practices already in place, the proposed project will seek to inspire Dunnhumby staff when they are in the space. The headquarters will seek to inspire both the daily occupants and irregular visitors (clients).

Second Design Framework
The second core framework is the idea of a completely open workspace. Many of the current staff made a point to indicate the “openness” of the current office and how they liked how it allowed for a much more open work environment. This transparency of space will be carried into the new project in a similar execution style. This framework will lend itself to large open floor plates with unobstructed views in and out of the building.

Third Design Framework

A call for an intense level of intimacy is the third framework. This core trait seeks to connect Dunnhumby staff with each other, the client, and the urban surroundings. It was mentioned often by current staff that the Cincinnati office does not offer adequate tools for international Dunnhumby staff to communicate with one another. For this reason, relations with smaller international offices, such as India, have significant room for improvement.
The fourth and final core framework addresses the mobile nature of the office space. In its current location, DunnhumbyUSA cannot adapt to its moving staff members fast enough. Spaces such as small huddle rooms and large gathering spaces do not lend themselves to impromptu team meetings. This type of flexible space is what DunnhumbyUSA hopes to gain in their new headquarters.

Through careful design sensitivity, the intent of this project is to provide a newly design headquarters for DunnhumbyUSA that strongly supports these four core frameworks and provides innovative workplace environments for its staff and clients. The facility will seek to inform and be informed by DunnhumbyUSA business strategies in a progressive nature, introducing a high level of specialized design elements specific to their organizational needs. The new building will address sustainable design strategies in a conscience manner and emphasize the importance of being socially responsible in all aspects of life. It is also the intention of this project to provide an effective recruiting tool in attracting the best new talent to DunnhumbyUSA.
Chapter 5

Conclusion

Corporate architectural branding has been a conversation amongst designers for years. This method of drawing upon a corporation’s identity and core values can be seen in recent corporate architecture. Such companies as Coca-Cola in Atlanta, Pixar, and Google have already seen the potential this design approach brings to the corporate identity. While still serving the purpose of housing the company, the building is able to address the contextual concerns of the company within a landscape, market position, and strategy position. Anna Klingmann argues that “unlike conventional architecture, brand environments are based not on an existing physical context but on a holistic corporate identity program designed to represent and support a firm’s values and philosophies.” This argument for the creation of spaces that incorporate the core traits of a corporation is the foundation for the proposed work. By going deep into the strategies, culture, and values of the client, in this case DunnhumbyUSA, we as architects are given a much more encompassing understanding of the internal operations that occur within our projects.

The creation of beautiful places has long been used as a driving method for designers and architects. However, if we as architects are able to add into this framework the existing corporate ideals and brand, the resulting space will not only provide an appealing aesthetic but it will also enhance the corporate brand experience of the occupant. These companies that choose to invest in designers that understand their core values and corporate strategy will begin to see much higher rewards for their investment than those that dispute the value of corporate architectural branding.

As we move into the 21st century, an increasing trend of corporate transparency can be seen throughout growing companies. More and more, we as consumers are looking to the actions and values of firms we may potentially buy from. We make decisions every day about the good and services we purchase. Whether out of brand loyalty or product loyalty, the growing importance of companies to have “good”
practices can be seen across markets. This need for transparency is an element that branded design can begin to address. By identifying itself within an urban landscape, a company can actively invite new users to experience its brand through the creation of a new type of space. A space that is not generic, but rather clearly identifies the intent and corporate identity of the company within its walls. In addition to changing the dynamics of a space, many large corporations have a significant amount of influence and power on the urban scale. The city in which large companies choose to locate their offices largely affects the size, economy, population, and standard of living of those cities. Understanding the powerful influences a company can have on place and market lends itself to realizing the vital importance place-based corporate architectural design has. Branded corporate can connect to the city in a completely new way, in turn establishing a mutually beneficial relationship with the city. As Klingmann says, “Brand architecture helps a company to gain a persistent presence by establishing a public interface beyond its products and services.” This relationship is what will drive consumers to become part of a company’s brand experience, whether it be in a shopping center, as a new staff member, or as an urban dweller.

As DunnhumbyUSA looks to expand its influence in Cincinnati in a new headquarters facility, it must consider these influences discussed. While Dunnhumby does not directly interact with the everyday consumer it so closely tracks, it still maintains a great deal of influence over its clients. The impact it has on its retail clients, such as Kroger and Macy’s, is frequently translated down to the retail level where the consumer is directly impacted. Understanding this system of influences Dunnhumby has lends itself to the design impact of the new headquarters. The new DunnhumbyUSA headquarters will serve to support the positive influences the company has over its clients to drive innovation in the retail environment. DunnhumbyUSA will be able to connect its clients to its own core values in a positive manner and educate any new clients on its innovative strategies. More importantly, the new

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20 Klingmann
DunnhumbyUSA facility will transform the urban landscape and create a branded place that communicates its values, vision, and corporate identity. “Corporate architecture, as an integral part of a comprehensive corporate identity program, conveys a firm’s core ideas and belief systems by simultaneously providing a symbolic dimension, an emotional experience, and an organizational structure that help strengthen corporate values on a perceptual level.”

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21 Klingmann
Contributing Works


