

The DTZ logo is a red square with the letters "DTZ" in white, bold, sans-serif font. It is positioned in the top right corner of the image.

DTZ

Akamai Global Partner Selection RFI

July 23, 2015

Excepting the patent financial prospects, please indicate why you desire to work with Akamai Technologies and the Global Real Estate + Workplace Productivity team.

We want you as our partner.

We enjoy working with companies that share DTZ's values. Akamai's size affords us the ability to put our best team and resources at your disposal. Akamai is our perfect customer profile and our partnership would lead to other important assignments for DTZ.



Choosing Clients

Click each icon to see the benefits to Akamai

Additionally, if we asked your clients why they work with you, what would be the most common theme that would be shared about your firm and the team presented herein?

Our teams work harder, smarter, and more thoroughly for all of our clients.

The most common theme you'd hear from our clients is that DTZ's highly experienced teams roll up their sleeves and approach their work with a "can do" spirit and "whatever it takes" commitment, all while acting with the highest level of integrity. We are innovative, exhaust all possibilities and exceed expectations.

exhaust all possibilities

exceed expectations

whatever it takes

can-do spirit

innovative



About DTZ

Please indicate the value of each individual presented as a member of your team to engage as an active Global Partner on behalf of Akamai and the Global Real Estate + Workplace Productivity team.

Our team will be truly integrated not only within DTZ, but with Akamai GREWP.

We have proposed a very senior team for the Akamai account. We do not believe in the practice of “baiting and switching” resources. The team you see here is the team you get throughout our relationship. Teamwork and integration – it’s what we practice and live every day!

Click each box to see the criteria used to handpick Akamai’s DTZ team:

Meet your team



Steven Quick

#executiveoversight

DTZ C-Suite level access to Akamai. Not just figurehead on the Akamai team, but an integral part of our delivery and governance model.

Click icons on each photo to access LinkedIn profiles



Cathy Thompson

#transactionmanagement

Reputation for thoughtful reasoning, a high level of integrity, and the ability to think creatively when solving problems.

John Nichman

#culturalalignment

Depth of understanding of the DTZ global platform. Unique ability to assemble the “right” resources and to understand what it takes to assemble a strong team for Akamai’s common good.



J Glasgow

#solutions

Solution development and execution perspective unparalleled in the industry. Will ensure the solution for Akamai is the right one, both for current needs and long term flexibility.



Antonia Cardone

#workplacestrategy

Brings workplace strategies to Akamai that optimize space and create dynamic workplace environments designed to “future proof” Akamai’s buildings and portfolio. Approach is integrated as part of our complete service delivery model.



Mary Kay Smith

#projectmanagement

Boston-based PM professional aligned with Akamai’s evolving workplace agenda. Focuses on integration with the entire DTZ team, agility in project delivery process, and “eye on the prize” execution.



Deb Saulich

#leaseadministration

Process oriented approach to drive efficiency, provide consistency, and deliver quality control. Consistently provides untapped value to clients through tenacious pursuit of accurate data, complete documentation, and review and validation of landlord billings.



Elliott Farber

#portfoliostrategy

Drives significant value in portfolios and provides a different way of looking at difficult problems. Key resource in mining opportunities from Akamai’s portfolio and developing a go-forward strategy.

Detail the tenure of experience the proposed team has in working with one another.

Our team has worked together in one capacity or another for more than 20 years.

From Deb and J working on the Earthgrains account, John and J working with Allstate, and Elliott and Antonia working with multiple clients, our team is culturally and professionally aligned to deliver the best to Akamai.



Describe the most poignant soft skills exhibited by the team presented and how they will enable the advancement of Akamai's charter (Review: GREWP FY15 Goals + Objectives).

Cultural fit was a primary selection criteria when assembling our team.

But more importantly, every member of our team displays a likability factor, sense of humor, and a desire to continuously improve and challenge ourselves (and Akamai, when appropriate) to exceed expectations and deliver exceptional results.

How does this help Akamai? You want to work with people you like. Plus, at the end of the day, it doesn't hurt to have a little fun along the way. The process is far more enjoyable when working with people you genuinely like.

SELECTION CRITERIA



Constant communication
Active listening
Proactive, goal orientated
Detail orientated
Win/win negotiation

Define your collective viewpoint on the key attributes of a strategic leader; and, specify the representative of your team who exhibits the same.

A strategic leader is the visionary for the group, outlining the direction and goals, and then gaining feedback from the team on how to accomplish those goals.

Leaders should encourage honest feedback and set the roadmap. A leader enables the team, provides “ground cover” when needed and takes the “hits” when warranted.



A leader is great, not because of his or her power, but because of his or her ability to empower others.

- John C. Maxwell

While traditional service provider teams place much of this burden on the Account Manager, DTZ’s team is empowered to take ownership and provide leadership for their respective disciplines. As an added benefit of our integrated approach and a team that has worked together before, our team members feel comfortable challenging each other and ultimately bringing out the best in each other on behalf of our clients.

How would you describe the “brand” of the team presented?

We want to be the best.

When we present something to Akamai, we want you to see first that it’s the best it can be. That can mean the best quality, best value or best idea. This drive toward the best is internally motivated and comes from our team members truly wanting to challenge themselves and exceed Akamai’s expectations.





Innovation

How do you respond when you need to make an immediate decision but do not have good data available? How do you approach this with a data-driven C-suite?

When you need to make an immediate decision, but do not have good data, you need to move forward with confidence.

Our approach includes:

Assess what you do have:

Review current information available & identify what is missing.



Make educated assumptions:

Present “what if” scenarios based on information you don’t have to make “educated assumptions.”



Do your research:

Someone surely has gone through this situation before. How was it managed? What were the outcomes?

Prepare for the future:

Implement action plan to capture missing data not available this time so that it is available for future decisions.



Present honestly:

Present clearly and honestly why you don’t have the data (timing, resources, conditions in the region, etc.).



Minimize risk:

Collaborate to make the best decision at the moment with a goal of minimizing as much risk as possible.



Provide an example where methods, procedures, or guidelines were changed in your current or previous firm because of your influence. How did it benefit the company?

Financial



Established **account procedures** that **streamlined rent payment** for a client as well as lessened the burden on DTZ's accounting teams to process these global payments. The process involved **outsourcing with our banking partner** and **automating functions** to reduce manual operations. This benefitted both DTZ and the client by **streamlining a cumbersome process** and **eliminating late payments**.

#improvedefficiency

Operational



DTZ developed **operations manuals** for a client's **closed or "idle" locations** designed to **reduce holding costs and mitigate risk**. This manual was used by both DTZ and the client's teams to ensure we managed each location in order to substantially **reduce the degradation of the asset and mitigate liability issues**. By implementing this process, we were able to **dispose of all idle assets in a 13 month** timeframe and **generate more than \$12 million** in cash.

#standardizedprocesses

People

Several years ago, members of the DTZ team recommended a **formal mentorship / protégé program**. This program initially was interdepartmental. Through a new initiative the team expanded this program to make it **cross functional and cross departmental**. The results were a more **collaborative environment across the company** as associates began to better understand the goals and challenges of other business units. Today this program graduates more than **100 protégés a month** across the globe.

#continuousimprovement



You have ten minutes with Tom Leighton, our CEO; what question(s) would you ask that would make him rethink Real Estate + Workplace as it relates to Akamai?

Tom, thank you for your time today, we know it is valuable and we have just a few questions for you related to Akamai's real estate and workplace.

How do your customers and associates feel about Akamai's real estate and workplace?

Do you see any differentiators to have Akamai's real estate and workplace to be "cutting edge" or "different"? Does it help recruiting in your mind?

If you could change an aspect of Akamai's real estate and workplace, what would you like to see?

Tom, what challenges do you think Akamai faces on a global basis with regard to real estate?





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Challenges

In your tenure, either as a team working together or as an organization, describe a significant error which directly impacted a client; and, what the risk was to their organization as a result.

DTZ was awarded a global “end to end” account for a fortune 500 firm. As part of the process, we on-boarded an associate for his specific skillset and current client relationship as the proposed Account Director. This person was knowledgeable industry professional and good cultural fit during the proposal process.

The problem developed during the transition and “go live” period of the account. This person had cultural differences with the team, an unwillingness to ask for help when needed, and a delegation attitude that exasperated the problem.

These issues caused angst within the DTZ team and ultimately bled over to the client.

Ultimately, the Account Director decided it wasn't the right fit for him and working with the client, **we installed a tenured DTZ senior Account Director to take over the account.**

How did you communicate this to the client and within what timeframe?

We identified the problem **within one month** of “go live” and communicated our concerns to the client.

How did you rectify the issue and minimize any “loss” to the client?

We immediately installed a **seasoned DTZ Account Director** that had the right cultural and technical knowledge to take over all aspects of the account. This associate had more than 15 years of experience with the firm and was able to manage the go-forward progress.

Additionally, **DTZ absorbed all costs for this transition**, including placing additional resources on the account, to ensure a smooth transition of responsibilities.

How / who actually identified the issue and what controls are in place today as a result?

DTZ identified the problem and had an honest discussion with the client.

We have since **implemented a more stringent onboarding process** for senior level team members and **fine-tuned our mentoring program** during and through the account transition process. This way a new associate has a 'backstop' at all times and we can identify issues more immediately.

Additionally, as we have grown we have developed a more process driven approach to training and upward mobility of our team members to transition to these positions when they become available.

ULTIMATE LESSON LEARNED?

When hiring senior talent we sometimes take for granted they will know everything and have the traits necessary to be successful. This may not always be the case and it's important for us to remedy the situation as soon as possible.



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Site Profile Sample

Imagine that your client has shared a recent update on their current business. In this discussion, it was articulated that organic growth and prospective M&A activity will dictate a different site strategy deployment. As a Global Strategic Business Partner you deem it prudent to proactively illustrate a comparison of "Site Profiles" representative of a current market that the client is in and a prospective market which may present business opportunity. Please provide a summary illustration.

Site selection is more than just real estate. By reviewing all aspects for the prospective strategy, we can make informed business decisions.

Criteria to consider:

Labor availability

Access to reliable power

Labor skillset

Transportation

Tax environment

Live, work, play

Regulatory controls

Competitor presence quality of

Amenities

LL & GC community

Long term community prospects:

Labor Economy	Education Transportation	Government / business stability
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Additional considerations:

- “Qualitative Factors” with a rating assigned on a 1-5 scale
- Pricing Factors are “Quantitative Factors” with a rating for each cost component assigned on a 1-5 scale
- Qualitative and Quantitative Factors can be weighted based on the clients preference for what are the most important ingredients in the site selection consideration
- Decisions are rationalized, easy to articulate, and are supported by data and a methodology

SCENARIO ANALYSIS

Akamai currently occupies 488,272 SF in 6 buildings in City A. Leases are expiring in these buildings within the next 4 years, and Akamai needs to be addressing its long term real estate strategy. The company has experienced tremendous headcount growth since its inception, most recently at a pace of 17% per year. The executive level of the company, however, does not anticipate that this level will continue forever – there will be a “plateauing” in the future.

Even at a moderate growth rate, Akamai will need double the space it currently occupies in City A by 2025.

The challenge facing the company is that the current market, City A, is one of the most expensive markets in the country, and also has an extremely low inventory of available space or opportunities for development.

City B, which we are presenting as an option for Akamai to consider, will allow for future growth, potential cost savings, and aligns better with the business goals of Akamai and GREWP.

FEATURES & BENEFITS

Following is a sample comparison of the features and benefits of the two cities.

SAMPLE COMPARISON

	CITY A	CITY B
Access to talent	4	4
Opportunities for growth / consolidation	1	5
Amenities	5	3
Transportation	4	4
Access to live / work / play	5	5
Tax incentives	1	3
Total occupancy cost	1	3
Total	21	27

Scale of 1-5, with 5 being the best

This section illustrates the research done to show that:

- City B provides a much greater opportunity for growth and consolidation for Akamai, thus diminishing the risk of impeding the business goals because of space constraints.
- City B provides the same level of access to talent that City A does. Recruiting and retaining talent is one of the primary goals of the company.
- The total occupancy cost in City B is significantly below that of City A. This feature will align with Akamai's strategy of operational excellence and fiscal responsibility.

Additional back-up documentation would be included in a final package detailing this approach.

KEY PERFORMANCE INDICATORS

Some examples include:

- Alignment with long term strategy and corporate goals.
- Achieve outcome that positions Akamai as a leader in its field and a place where people are excited to go to work.
- Deliver an innovative solution to the current challenge of location / space needs.



RISK OF REMAINING IN CITY A

As seen from the market overview (available in the link above), City A has limited options for Akamai because it would entail growing into more buildings and attempting to find “pockets” of space to lease as you grow. The two options for large developments that could potentially accommodate the 1.5 MSF that Akamai will need by 2025, are not currently at a stage of permitting that would be in line with Akamai's timing for a relocation.

The risk of remaining in City A is a potential loss to the bottom line due to inability to meet client demand in a timely and productive manner. If there's no space to lease, no recruiting can take place and therefore no new business can be added. Akamai could face a significant loss of customers and market share. A recent article in The Boston Globe highlights how a new corporate Headquarters for TripAdvisor provides "an advantage in an intensely competitive market for tech employees."

ALIGNMENT WITH GREWP

Our approach aligns with the main objectives in the GREWP mission and strategy.

1. Create significant business value

- A relocation to City B would provide Akamai with increased opportunities for recruiting, growth and a reduction of overall occupancy costs. There are also potential tax incentives in City B.

2. Enable a relentless focus on customers and partners through growth focus

- City A will not allow Akamai to grow according to current projections. City B affords that outcome.

3. Create flexible, collaborative and innovative environments where our people can consistently perform at their highest potential

- Some of the space that Akamai occupies in City A does not conform to the new workplace standards that GREWP envisions. A relocation to City B would afford the opportunity to create a cohesive, unified work environment.

4. Ensure innovation is part of everything we do

- We identified a development parcel in City B that is currently permitted for 2 MSF of residential and retail development. In speaking with the developer, they agreed to consider the option of building the following:

Building A – 1 MSF of office space today.

Building B – A foundation that will ultimately be able to accommodate 1 MSF, but only build 500,000 SF of it today. As Akamai's growth progresses, they can grow in the same park.

This was a very innovative solution to the challenge!



5. Drive Operational Excellence for efficiency, effectiveness and productivity

- Currently in City A, Akamai is spread out among six buildings. This creates inherent inefficiencies and redundancies that would be eliminated by a relocation to City B where the company would be housed in one or two facilities over the next 10 years.



#excitedtopartnerwithakamai

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