



uber
global
headquarters

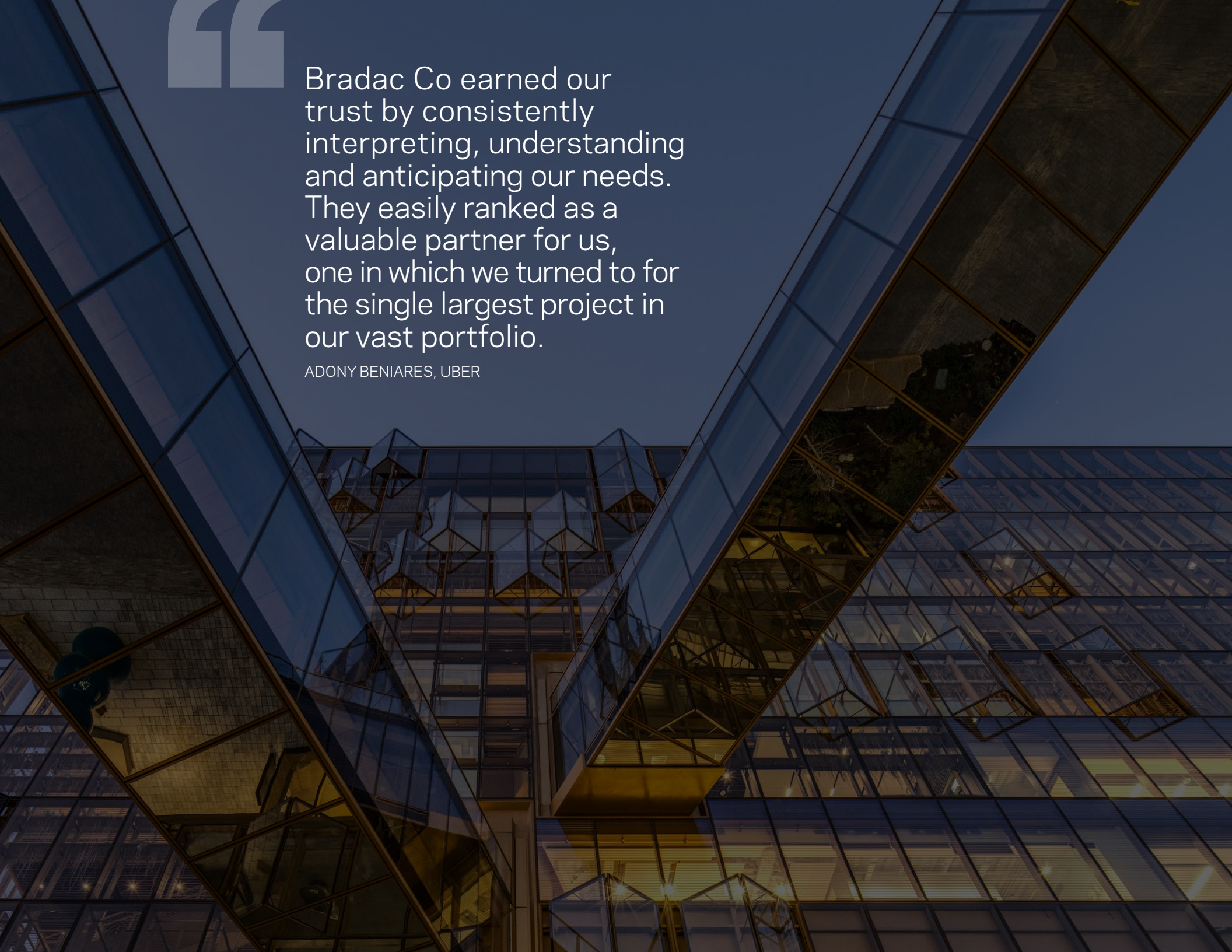


A CASE STUDY



Bradac Co earned our trust by consistently interpreting, understanding and anticipating our needs. They easily ranked as a valuable partner for us, one in which we turned to for the single largest project in our vast portfolio.

ADONY BENIARES, UBER





WHO WE ARE

Lead by Amy Bradac, who was named 2021 **“Woman to Watch”** by *Globe St Real Estate Forum*, Bradac Co is a premier project management firm specializing in design and construction projects that require precision, vision and agility. We facilitate client projects from vision to location scouting, through project design, architectural and construction management to move-in and post project support.

We are proud to present this case study of the Uber Global HQ in Mission Bay. This project was remarkable in its extreme demands for both the innovation and the flexibility demanded by the client’s evolving needs as well as the changing circumstances.



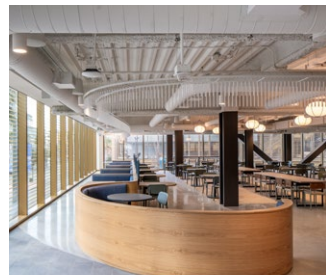
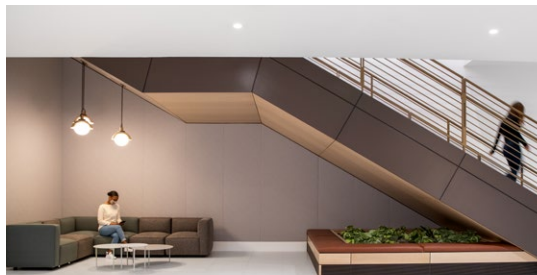


THE CHALLENGE

Uber is an incredible company with outstanding growth. Starting as an idea in 2009, it continued to grow and expand. It became a public offering in 2018. They were evolving and growing so quickly that the pace of construction could barely keep up with their growth.

The company needed a new headquarters campus. Because of where they were located and their own expedited growth needs, their building requirements were complex and evolving. They needed to incorporate the city of San Francisco's requirements for community inclusion and compatibility, be holistic in a work/life balance environment, be aesthetically compatible to city requirements, yet new, modern and exciting to reflect the "cutting edge" brilliance for which the Uber brand stood. The look needed to break from contemporary norm but be ecologically and ergonomically friendly while encasing thousands of job functions effectively.

As tenant improvement work was ongoing at three buildings on Market Street in San Francisco, it became evident that the exponential growth of the company would not be contained there. There was a need to have the HQ campus be centrally located, but in San Francisco. That is not an easy task.





INSIDE THE UBER WORLD

Managing a large project like the Uber headquarters is a challenge just from its sheer enormity. In this case, the project was done against a company backdrop that was filled with many ups, downs, controversies, and transitions. Through it all, the company remains impressive and is a major player in the ride sharing industry.

The company was founded in 2009. It grew out of an idea that occurred to its founders as they attempted to hail a cab in Paris. It became the highest-valued private startup company in the world.

Its IPO was highly anticipated and its valuation went as high as \$120 billion. Unfortunately, it also made history for the biggest first-day dollar loss. In 2016, Uber reported a global loss and that further decreased its value. A fatal crash in its self-driving vehicle fleet slowed down its reputation for innovation.

During the same period as the headquarters project was underway, the company culture was publicly exposed for a hostile work environment. The board of directors called for an investigation that resulted in 47 corrective initiatives and the firing of more than 20 key employees. In June, there was a shareholder revolt and the CEO himself was forced to resign.

Uber has consistently had to battle tax and government regulations, as well as fend off competitors such as Lyft.

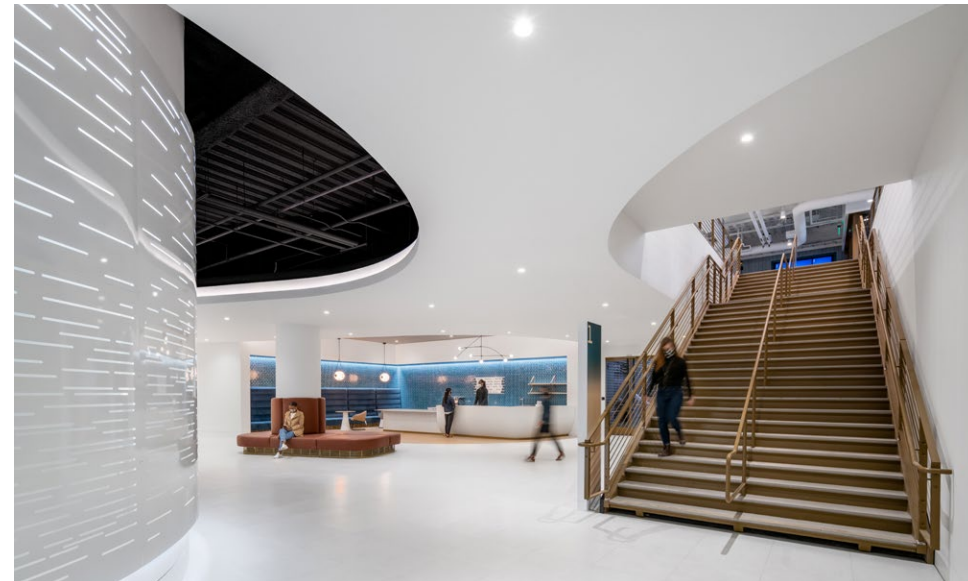
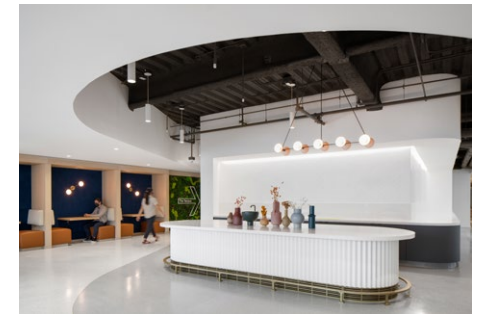
The COVID-19 pandemic completely derailed Uber's momentum for profitability, but at the same time fueled the growth potential for its Uber Eats innovation.



THE PROGRAM MANAGEMENT STRATEGY

Bradac Co was hired initially for the Market Street project and then encompassed Mission Bay, Oakland, and Palo Alto as well. We were hired due to four value propositions where we exceeded over competing firms:

1. We displayed an intuitive embrace of the Uber team's goals and objectives. We demonstrated that we could move ahead and they had the confidence we would drive for the elements they wanted and required.
2. We asked the hard questions and did not make assumptions. We showed that thorough communications would be keys to successful outcomes including uncovering issues before they became a crisis.
3. We showed we would be immediately responsive to a need. What was discussed as a theory one day, would become a requirement and deadline the next. We demonstrated that we could be on it and push it to full implementation.
4. We are masters at effective communication, meeting regularly with stakeholders and staying in constant conversation.





DESIGN MANAGEMENT

Uber's rapid growth presented on-going challenges. Throughout the design phase, Uber was buying other companies and those entities were being integrated into the Mission Bay home. Design projections had to be able to flexibly incorporate future functional teams that could be brought onboard at any time. Through the design process, Bradac Co was adept at guiding the team to pivot constantly from previous assumptions as needs and directions from management evolved. As the building was being designed, the needs of people not yet hired had to be imagined and incorporated.

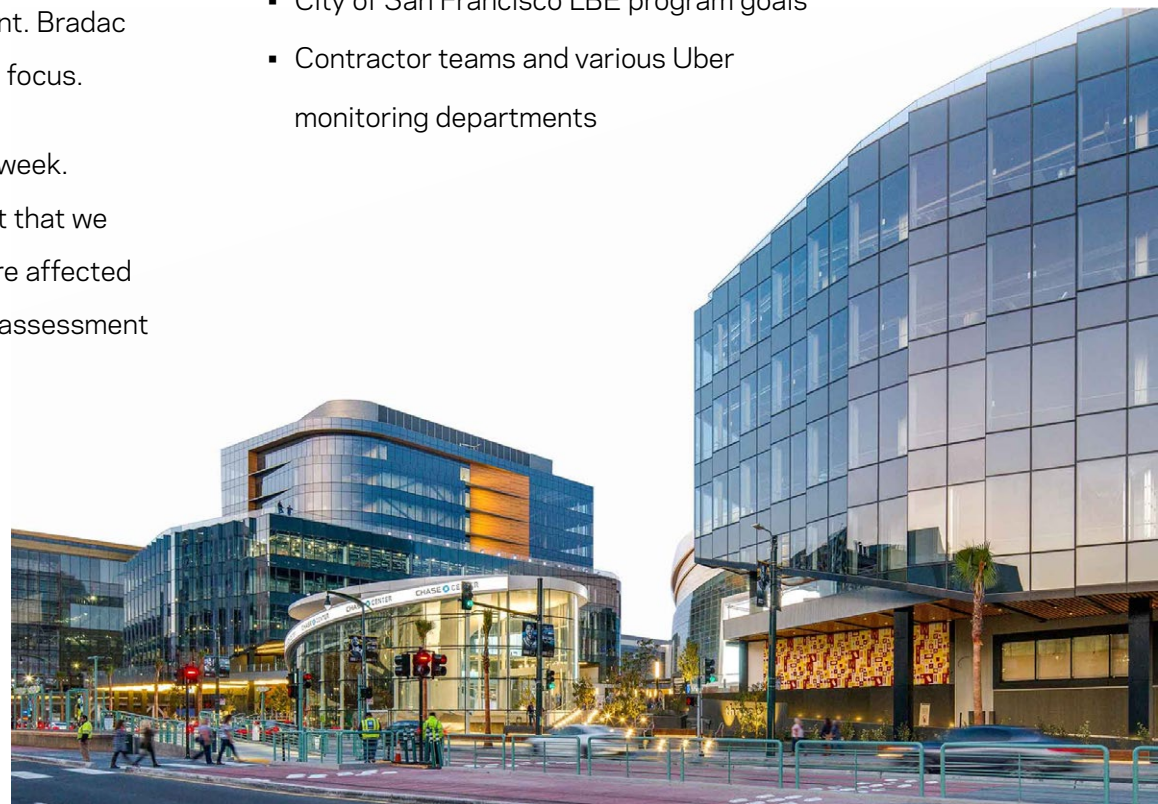
In midst design, the CEO of Uber departed the company, and a new CEO took over. With that leadership change came a change in priorities. For the original CEO, the aesthetics of the design were paramount, for the new CEO, efficiency and functionality became much more important. Bradac Co was instrumental in hiring new architects adept at the new focus.

The volatility of the company's needs was felt almost week to week. Bradac Co was assertive on keeping parts of the project intact that we knew the company would need, and flexible on others that were affected by the corporate changes. Bradac Co gave consistent impact assessment on prospective changes, and immediate cost impact reports.

The challenge that Bradac met as part of managing the design process was not just with the decision makers at Uber, but with the city planners and their requirements as well.

Bradac managed the process through the following required approvals:

- Uber internal approvals
- City entitlement approval
- City planning approval
- Getting multiple building permits
- Meeting with community groups and getting their approval
- City of San Francisco LBE program goals
- Contractor teams and various Uber monitoring departments





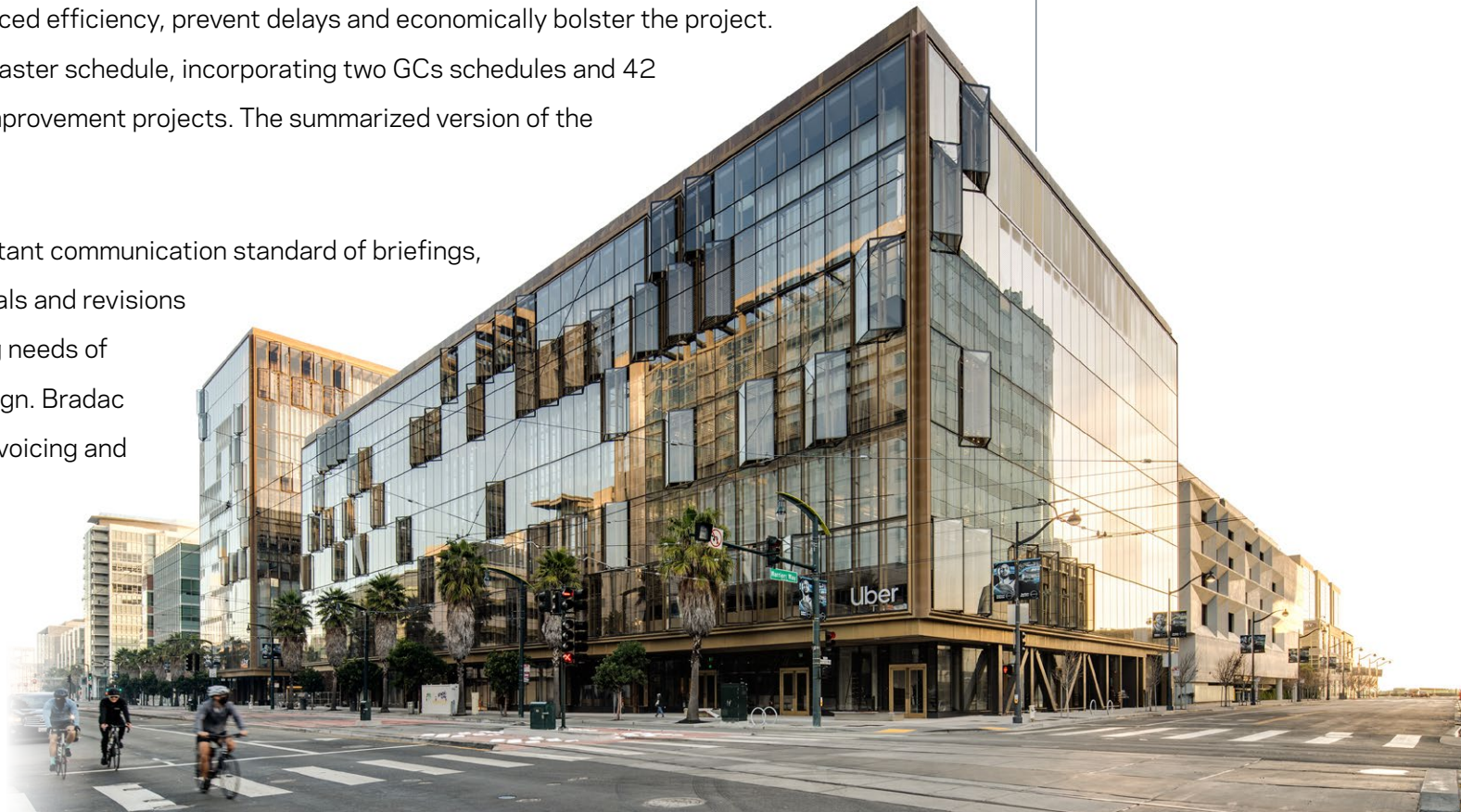
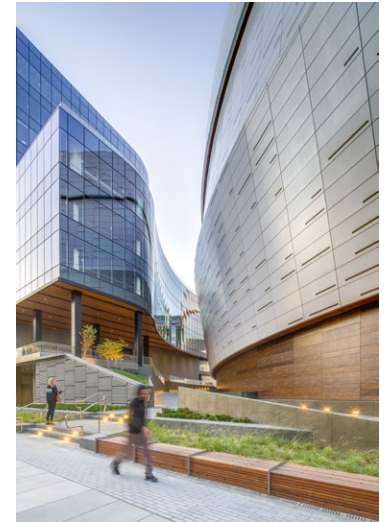
CONSTRUCTION MANAGEMENT

Construction on the Uber buildings could not start, or get approved, until the adjacent project, the Warrior's arena, was approved first. Bradac Co successfully helped Uber keep the project moving forward and ready so once the city green lit the project, construction plans, and arrangements would be ready.

Managing the construction to respond to Uber's constant change was an absolute criterion to which Bradac Co managed.

The architect teams, and the construction teams were large and required a substantial effort for effective collaborative communication. Standard practice dictates having regular Architect, Owner and Construction meetings as part of a project. Bradac Co orchestrated the project meetings with stakeholders to allow for enhanced efficiency, prevent delays and economically bolster the project. Bradac Co created a campus master schedule, incorporating two GCs schedules and 42 individually permitted tenant improvement projects. The summarized version of the schedule was over thirty pages.

Bradac Co implemented a constant communication standard of briefings, requests, feedback and approvals and revisions which were due to the changing needs of the client, not issues in the design. Bradac Co tracked and managed the invoicing and change orders process as well.





SUCCESS OF THE PROJECT

Bradac Co was instrumental in bringing the newest corporate landmark into the San Francisco culture. The end result was a headquarters that was high tech and completely optimized for user experience. The design represents the state-of-the-art of an employee focused “neighborhood” concept rather than one of a “traditional office space”. It is a showplace for sustainability thanks to its “breathing” façade, a computer-controlled system that reduces the need for mechanical ventilation. The interior spaces succeeded in being both functional and highly flexible. The building succeeds as being community conscious as well thanks to features that include a daycare, green roof with urban garden, a public park, an art exhibit plaza and a much-needed activation of nearby 3rd Street. The project is LEED and WELL certified.

Uber’s endorsement of Bradac Co at the end of the project focused on three key areas:

- 1. We successfully interpreted and understood their needs**
- 2. We often knew what they needed before they did**
- 3. We were a great team/partner**



Even though most projects do not bring the rigorous intensity of Uber, they each can have their unique challenges and requirements. Bradac Co has the legacy and the pedigree to bring each project home precisely, with agility and fully embracing the client's vision. Our process includes:

- **Program management**
- **Finding space**
- **Design management**
- **Construction management**
- **Close-out management**
- **Fit-up process management**
- **Relocation process management**

Call us today to set up a free
15 minute consultation to
outline your needs.





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