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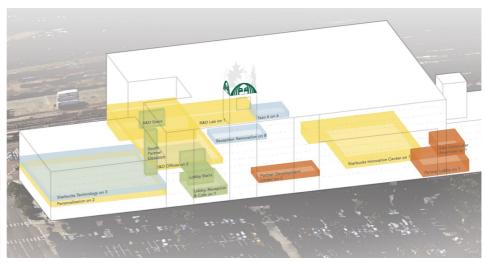
SSC Expansion

Building projects that express our brand are nothing new in Store Development. But one of our newest projects will be unlike any other: expanding the Starbucks Support Center.

The Starbucks Support Center, or SSC, is sometimes referred to as Starbucks headquarters. But we prefer to think of it as the base that supports our store, regional and field partners, as well as the home of a larger-than-life Siren peeking from a coffee cup atop the bell tower. Our relationship with this historic brick building began in 1993 when we only had offices on one floor. Today we occupy all the floors and the SSC is almost bursting its seams at 98% of capacity.

While we've built more than 24,000 stores to date, the SSC expansion is very different. For one thing, the size. "A typical store might be 3,000 square feet," says designer Elizabeth Ghaly. "This project is on a huge scale compared to that: we're expanding and redesigning a 1 million square foot space to 1,150,000 square feet. We're not overhauling the whole building but every level will be affected."

Phase 1-4 Q2 FY17 – Q1 FY18





The design is in the capable hands of several members of our Corporate Facilities Design team: Blythe Ferrel, Elizabeth Ghaly, Heather Ankeny, Kenna Giuzio, Rita Lang, and special guests Bill Sleeth and Harry Raft. All are steeped in store design and will educate the architecture firm, NBBJ, on our brand expression. NBBJ is renowned globally as well as locally for designing urban corporate campuses, including for Amazon and the Bill & Melinda Gates Foundation. The firm's leadership in workplace innovation complements our designers' expertise in creating the Starbucks Experience.

The expanded spaces will facilitate collaboration for innovation, creatively use smaller spaces, add natural light and have quiet places for respite and focus. Another major impact will be the expanded lobby, which will also be relocated from the eighth floor to the ground level with Bill Sleeth leading that design effort. The ground-level retail store will also be redesigned and will significantly increase in size; Harry Raft is leading the design work with support from Kenna Giuzio. "There's an opportunity to greet potential candidates and our partners," says Blythe. "We can create a welcome beacon to the neighborhood."

It's a change of pace for the Corporate Facilities Design team, whose past projects include many areas of the SSC such as senior leadership offices, partner spaces such as the Java Gym, and public spaces like the SODO Kitchen. But despite the project scope, the process is the same as at the core of store design: you select a site, see what's there and evaluate if there's anything you can keep. So far, they've found wood ceilings, columns and beams. Instead of painting them, they recommended that NBBJ use sustainable materials such as baking soda to sand them and express the wood grain.





Alice Sasaki, the program manager in charge, supports that direction, as she has a deep appreciation for the beauty and history of the building. "We're taking a holistic approach and trying to be good stewards of the building," she says.

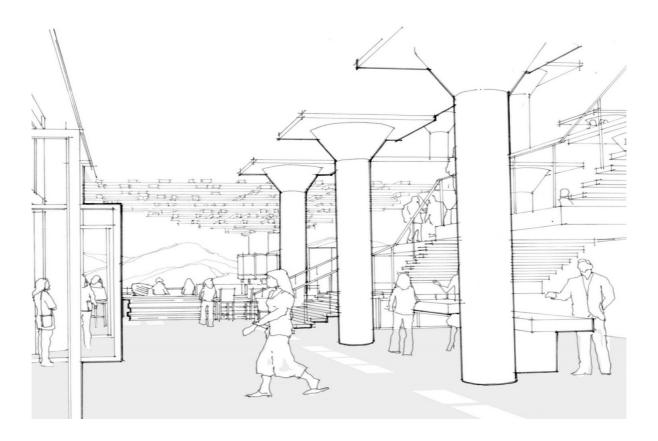
Alice comes to Store Dev from a marketing background. Before joining Corporate Facilities in January 2016, she worked in Branded Solutions Marketing, and has also worked in Retail Marketing and Global Creative. Her brand knowledge will be invaluable as she seeks to answer the question, "How can we bring the Starbucks Experience to our partners through physical space?"

She's excited to work on the project as she has always been drawn by design and leading project teams. "I always loved being close to the design process, and this gives me a chance to utilize my leadership and project management skills. This role is about leadership alignment and facilitation between groups. It involves working with R&D, Personalization, Innovation, PRO and all the different teams at the SSC. I've never had visibility into so many groups before."

Once the work is complete, the SSC will be able to better support our field partners and regional offices with 900 new work spaces and additional conference rooms as well as new space for R&D and innovation. Moving around the building will be easier with a wayfinding strategy, more elevators — and something that has been long desired by SSC workers, stairs connecting the third and second floors to the ground level. Beginning in Q2 of FY17 and concluding in Q1 of FY18, the work will happen in four phases, shown in the pictures.

Although the next 18 months of work will alleviate the immediate need for space, the Corporate Facilities Leadership Team is also mindful of the longer timeline. They are developing a workplace strategy to plan for five, ten and fifteen years from now. Asked about a pressing question on many people's minds — parking — Alice says that although the current project does not include parking, it does have enhanced bike commuter facilities for partners giving up their parking spots to bike-commute full-time. And for the longer term, the team is actively looking at parking opportunities.

We're all looking forward to the more spacious SSC. Its promise is a bright one, of facilitating our coffee passion, engaging our partners and creating that welcome beacon to the neighborhood and the world.



You can also view a high-resolution PDF of the SSC expansion diagrams.