

AIA Minnesota

Innovative Practice Forum

June 12, 2013
International Market Square

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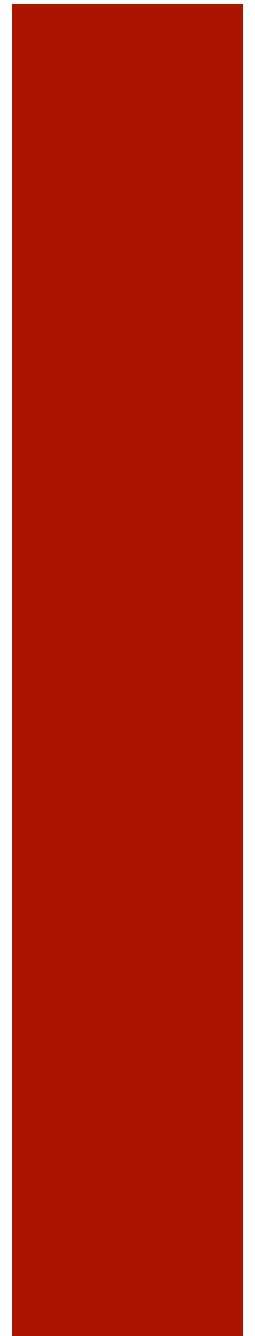
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Ann Voda, AIA

President, AIA Minnesota





Architects in Commerce Research Initiative (AICRI)

How do we understand and advance the value of
architects in the marketplace?

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Survey Sample

TABLE 2: Survey Sample by Market and Scale

	Small	Medium	Large	TOTAL
Construction/CM/PM	5	1	1	7
Corporate	1	3	4	8
Development	4	0	2	6
Education	0	3	3	6
Healthcare	0	0	9	9
Not-for-Profit	4	2	0	6
Public/Civic	1	5	4	10
TOTAL	15	14	23	52



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AICRI Committee

Ann Voda, AIA,

Jon Buggy, AIA

Steve Fiskum, FAIA

Tom Hysell, AIA

Brian Tempas, AIA

Rachel Riopel Wiley, AIA

Sara Ibarra, Assoc. AIA

Beverly Hauschild-Baron Hon. AIA

Mary Larkin

Survey Consultants

Cameron MacAllister Group

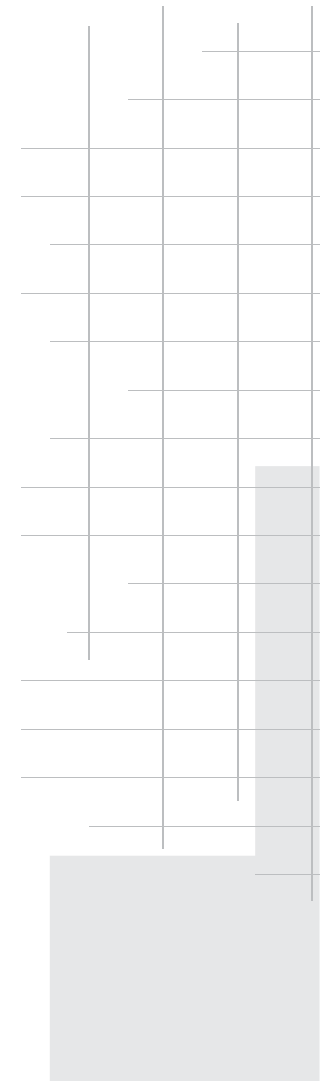


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Areas of Key Findings

- The Role of the Architect
- Contributing to the Business
- The Value Added
- Using Owner's Representatives
- Challenges and Barriers
- The Future
- Advice



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Forum 1:

Leadership and the Architect/
A Frank Discussion of Our Role

Forum 2:

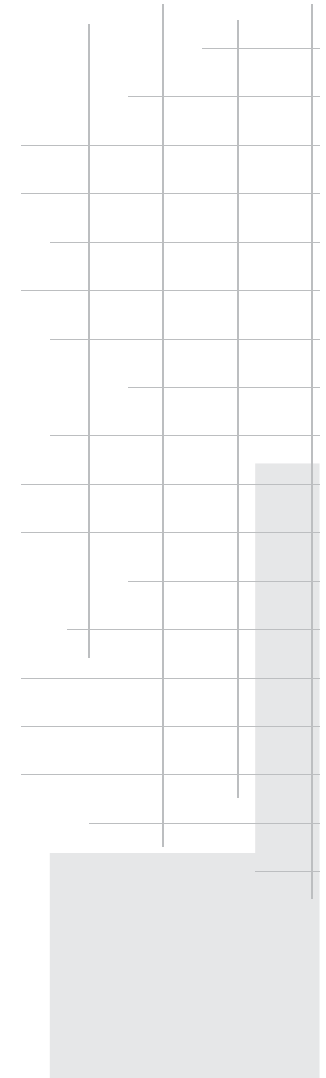
The Architect's Value Proposition/
Exceeding Expectations

Forum 3:

The Architect As Advocate/
Building Partnerships

Forum 4:

Integration Leads to Innovation/
Exploring New Practice Models



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Richard Varda, FAIA

Sr. Vice President Store Design,

Target Corporation



The Architect's Value Proposition/ Exceeding Expectations

Rich Varda, FAIA

Target Corporation Store Design



Introduction

Concepts of value

Specific categories and real examples

Outcomes more than process

Challenges for the profession



Value in design

Firmness, commodity and delight

Problem solving

Facilitate a desired behavior, thought or emotion



More specific categories

Balance quality and cost

Drive functional and operational efficiency

Facilitate organizational success

Manage stakeholders

Induce a positive thought or emotion

Strengthen community context



Balance quality and cost

Know costs. Study options.

Collaborate with owner.

Expect More, Pay Less



Drive functional and operational efficiency

Perfect the flow of people and materials

Reduce maintenance costs

Reduce Energy costs

Life cycle cost analysis



Facilitate organizational success

Recruitment, retention and productivity

Interaction and synergy

Sense of organizational community



Manage stakeholders

Disciplined process

Clarity of values and objectives

Leadership in decision making



Induce a positive thought or emotion

Beauty, learning, security, branding
The “aha” of pattern recognition



The “aha” of pattern recognition:

Too familiar, no attention - unfamiliar, arouses attention

Too unfamiliar, creates anxiety

Partly familiar, partly unfamiliar creates a learning “aha”

Learning triggers pleasure reward



Strengthen community context

Economic and intellectual vitality; property values

Civic and national symbolism

Sustainability



What do we need to produce value?

Broad knowledge

Innovative thinking

Effective management - capture specialties

Leadership within an effective process

Be the direct, trusted advisor to client

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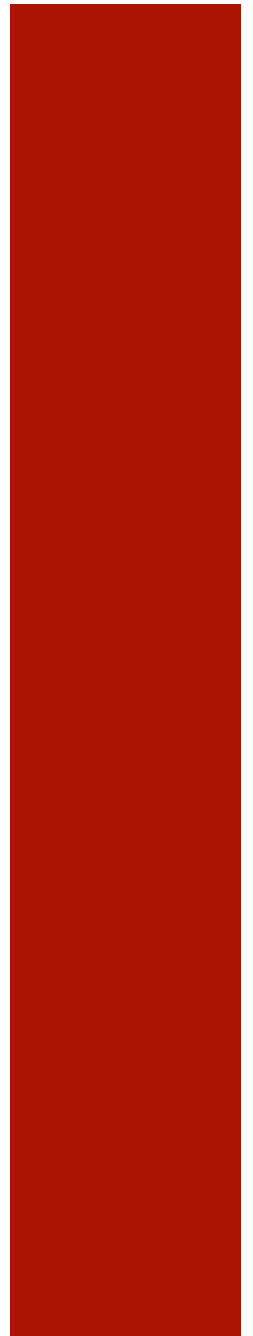
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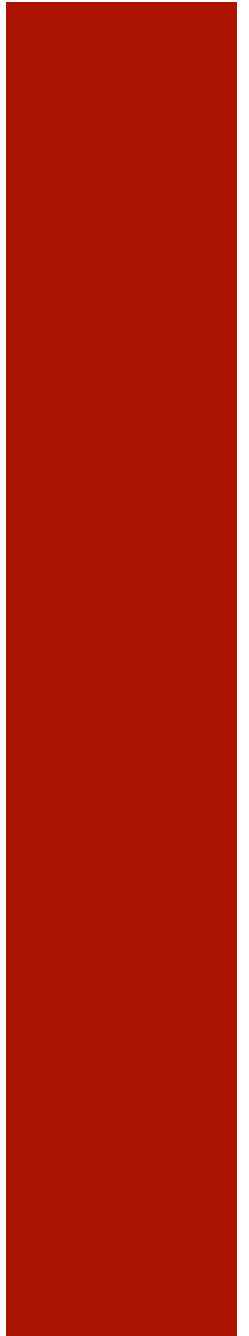
Jon Buggy, AIA

Director, Gensler



Survey Summary Findings

**re: The Value Added
& Exceeding
Expectations**



Summary Findings: Advice

“I think we are very fortunate in Minnesota. We have a lot of fantastic architects here.” *Small Developer*

“Stress to them how much I enjoy working with them....I’ve really benefitted from my experience with architects and I want them to know that. ”
Medium Public Agency

“I would like to say I think it’s great that the architects are doing this to understand their clients’ needs. I think it is a step in the right direction.” *Small Contractor*

“Your questions were spot on...” *Large Healthcare*

Value: Has Many Dimensions

- **Value** (economic) a measure of the benefit that an economic actor can gain from either a good or service
- **Value** (social)
- **Value** (ethical)
- **Value** (environmental)
- **Value** (market, brand, etc)

- **For our research:** Value...from the eyes and experiences of AIA Minnesota clients.

Summary Findings

TABLE 7: Value-Added, Other Than Design and Drawings

Brainstorming, problem-solving, strategic thinking	51%
Help to lower costs and/or increase efficiencies	20%
Bringing in Best Practices	17%
Other	22%

Summary Findings:

Brainstorming, Problem-Solving & Strategic Thinking

“Finding creative solutions to provide flexibility for future change. Those are the value-added propositions that good architects can deliver on....” *Medium Contractor*

“I think they can help us by collaborating with us on a strategic basis as to where we take our facility design, strategy & practice. “
Large Healthcare

“...I expect the architect will have visions and ideas that exceed whatever we can come up with. That is the value added with architects.” *Medium Public Agency*

Summary Findings:

Helping to lower costs and/or increase efficiencies

“...if we can work with an architect who is interested in improving the constructability of a building, looking at material costs and things, that makes a difference...”

Large Contractor

“...Organizations are trying to become more efficient; they are trying to do it better and cheaper. When we do an RFP we ask architects what their experience is in doing LEAN, in order to make the building more efficient & user friendly.”

Small Developer

“I want an architect to join us, to really dramatically look at our systems, at what we need to do to rein in costs...”

Large Healthcare

Summary Findings: Bringing in Best Practices

“...what we want to know is what other world-class organizations are doing that we can implement. That, to me, is one of the ways we benefit from using architecture firms that have experience with other organizations...”

Large Corporate

“That is one of the things we look for in an architect. We expect they will have enough experience and knowledge of the industry to know who else has done ground-breaking design across the country...We want them to not just fulfill our mission, but to bring architectural leadership that provides us with new ideas.”

Large Healthcare



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Summary Findings:

Was the outcome different/better than expected? +

“...I have worked with one of the very top architects in the world....They were not only solving basic functionality into the design, but it became a work of art...” *Medium Contractor*

“...I felt a higher level of engagement and commitment from those architects who went beyond a contract. And when you put in as much passion as that, you get better work as a result.”
Medium Corporate

“...In going through a master planning project, our architects helped us negotiate all the local politics, and it got pretty ugly. Now that I look at it, we ask our architects to do a lot.”
Medium Public Agency

Summary Findings:

Was the outcome different/better than expected? -

“...You just have to challenge them...if you challenge them, then they can come up with amazing solutions. We also see disappointment in the quality of drawings. When it comes to actually creating the drawings, I think that is what owners can get frustrated with.” *Small Contractor*

“...I think because we have so much internal expertise, we can sometimes over-manage our consultants so they end up becoming more reactive than proactive.”
Large Corporation

“...the ones that stick with me (outcomes different than expected) are the ones which we did not get what we expected.”
Small Developer

Summary Findings: Advice

TABLE 12: Advice to Architects

Be a true partner	28	55%
Take control: coordinate, manage, document, communicate	19	37%
Bring innovation and technology to clients	11	22%
Advocate your value	8	16%



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