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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challenge
inspire
## Survey Sample

<table>
<thead>
<tr>
<th>TABLE 2: Survey Sample by Market and Scale</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction/CM/PM</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Corporate</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Development</td>
<td>4</td>
<td>0</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Education</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Healthcare</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Not-for-Profit</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Public/Civic</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15</strong></td>
<td><strong>14</strong></td>
<td><strong>23</strong></td>
<td><strong>52</strong></td>
</tr>
</tbody>
</table>
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
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
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
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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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

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brainstorming, problem-solving, strategic thinking</td>
<td>51%</td>
</tr>
<tr>
<td>Help to lower costs and/or increase efficiencies</td>
<td>20%</td>
</tr>
<tr>
<td>Bringing in Best Practices</td>
<td>17%</td>
</tr>
<tr>
<td>Other</td>
<td>22%</td>
</tr>
</tbody>
</table>

AIA Minnesota
A Society of The American Institute of Architects
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
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>
<thead>
<tr>
<th>Advice to Architects</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be a true partner</td>
<td>28</td>
</tr>
<tr>
<td>Take control: coordinate, manage, document, communicate</td>
<td>19</td>
</tr>
<tr>
<td>Bring innovation and technology to clients</td>
<td>11</td>
</tr>
<tr>
<td>Advocate your value</td>
<td>8</td>
</tr>
</tbody>
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