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Marketing In The 80s

by FRANK A. STASIOWSK, AIA
Editor
Professional Services
Management Journal

The 80's will present marketing challenges never before experienced by architects, engineers, planners or other professionals . . . challenges to be conquered through better management of the resources you now possess.

Before starting to read this, prepare yourself by placing before you a plain lined pad, a black pen, and a yellow highlight marker. As you read, specifically compare what we edict and recommend to your firm. Use the yellow highlight marker to remember key concepts. Use the pad to write down specific research or action you will take to follow up on those concepts, and use the black pen to write in this report the name of an associate or employee who should pay particular attention to highlighted areas.

Remember as you read that no one can really predict the future, and that what we write here represents our unique interpretation based upon our management perspective of what will happen.

Below are our specific predictions and recommendations on marketing in the 80's:

PREDICTIONS

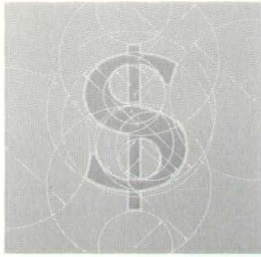
— Every firm will have a marketing specialist on staff by 1990.

- More non-technical marketing people will become owners in firms.
- Professional ethics regarding advertising will become non-existent.
- Firms will have to advertise to keep up with the competition who will all advertise.
- Firms will have trade show booths at all major conventions.
- Firms will lose more of the market to peripheral organizations such as design-build and construction managers. (The planning and design profession's share of the market will continue to decline.)
- More architects and engineers will return to school to get MBA's in marketing.
- Work will become tougher and tougher to get without a marketing program.
- Grantsmanship will become a major marketing tool.
- The number of design competitions will double.
- China will become a market for services.
- The Middle East will continue as a major market but the growth rate will flatten.
- Energy will be the major factor economically impacting design.
- More firms will become specialists in narrow services allowing them to set higher fees than the competition.
- Bidding for work will become a reality to be dealt with.

- More assignments will be won by showing substance than by showing style.

RECOMMENDATIONS

- Start your entire staff "thinking" marketing.
- Develop a written marketing plan and update it quarterly.
- Be a leader in the advertising movement, not a follower.
- Get more education in marketing concepts through workshops and seminars.
- Subscribe to marketing and management publications.
- Investigate grantsmanship and find out how you can get in on the action.
- Know your competition intimately.
- Avoid using "canned" presentations over and over again.
- Hire marketing specialists to orchestrate your efforts but not to "sell". (Clients will want to "buy" from the person who will actually do the work.)
- Make marketing part of the project manager's job description.
- Learn and document your firm's specific strengths and weaknesses. (Market your strengths; correct (or ignore) your weaknesses.)
- Find out more about how the energy dilemma will impact your clients.
- In any situation, consider the marketing consequences of your actions.



Northwest Architecture

The Cover	A working drawing of a heretofore somewhat unmentionable factor in a professional business office. The design firm is unknown, the scale is not fixed.	
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Marketing

An Exhibition Celebrating Architecture of the 70's

The Washington Council, American Institute of Architects inaugural presentation of "An Exhibition Celebrating Architecture of the 70's" will be from April 14 to May 5 at the University of Washington, College of Architecture and Urban Planning.

The exhibition includes 49 architect-designed, jury-selected projects representing a cross section of work, both public and private, completed in Washington State during the 70's.

Jurors for the selection were Robert Frasca, FAIA, Portland; George Hasslein, FAIA, San Luis Obispo, CA; John Mihalyo, general manager, Seattle Daily Journal of Commerce.

The exhibit will tour throughout the state the remainder of the year. Dates and locations are: Alderwood Mall, Alderwood Manor, May 6-11; Tacoma Mall, May 18-27; Vancouver Mall, June 9-16; Capital Mall, Olympia, June 17-23; Yakima Mall, July 6-13; Columbia Center Mall, Kennewick, August 14-17; Eastgate Mall, Walla Walla, August 25-September 8; Franklin Mall, Spokane, September 16-18; Washington State University, Pullman, October 1-19; Southcenter Mall, Tukwila, October 21-26.



The exhibition opened at the School of Architecture and Urban Planning, University of Washington.



John Mahlum, AIA, president of The Washington Council, The American Institute of Architects, views opening of exhibit with Gerald Mosman, AIA, vice president.

Bob Reidlinger photos

Marketing

Marketing Architectural Services; One Firm's Success

By JUDY FILLIPS
Account Executive
Graves & Associates
Advertising & Public Relations

Any firm that intends to grow in the 1980's will increasingly have to concentrate on marketing strategies.

Marketing is more than just having a nice brochure and getting your name in the newspaper. Marketing, by definition, involves a total approach; positioning the product (your firm) in the market, setting objectives, evolving strategies consistent with those objectives and measuring results.

Marketing also involves evaluating the market and determining where future growth lies. It is an orientation to filling a need as opposed to selling a product and hoping the need exists.

Promotion is only one aspect of a marketing strategy, but it is one that most service firms fail to address. That failure probably stems more from lack of knowledge on how to go about it than from inability to see the need.

Self-promotion is difficult for most firms for several reasons. It is hard to be objective about where one's own firm fits in the market and even

harder to convey that without seeming immodest, or worse yet, unprofessional.

Projects for paying clients come first to the detriment of self-promotion. And when there are no projects for paying clients, the focus is on getting some, and not spending needed money elsewhere.

And architects labor under the additional burden of having creative talents that surpass the demands of designing carports and remodeling bathrooms, and the certainty that they can design their own brochure better than anyone else.

McGranahan, Messenger Associates of Tacoma is one firm that has



A consistent look to all promotional pieces makes a cumulative impression greater than the sum of the parts.

done an outstanding job of marketing architectural services. They did it with the assistance of Graves & Associates, an advertising and public relations agency they engaged four years ago.

The decision to bring in outside help was a difficult one. Even with a commitment to growth and a background that included courses in Pacific Lutheran University's MBA program, principal Jim McGranahan, FAIA, agonized a long time before hiring an agency.

He felt that a brochure was a good entree to getting in to see some accounts he hadn't been able to crack before. He also wanted a professional looking logo. He had some specific thoughts on a brochure and he and several staff members had played around with logo designs, but it always took a back seat to project work.

"Finally," Jim McGranahan said, "we decided to just allocate the dollars and get the job done."

Therein lies perhaps the best reason for calling in an outsider to work on your firm's self-promotion; the job will get done.

McGranahan met with Glen Graves to talk about what an agency might do for his firm. The agency came back with a total marketing proposal that included development of a logotype, stationery, brochure, newsletter and public relations.

Once McGranahan accepted the proposal, the agency assigned an account executive, which is roughly the equivalent of a project architect, to work with the firm in developing the program.

As part of a commitment to growth and firm continuity, the firm incor-



Promotion targeted to a specific market is generally more effective than a "scattergun" approach.

Marketing Architectural Services, Continued

porated. McGranahan wanted a name that gave some recognition to his associates and settled on James McGranahan Associates, later changed to McGranahan, Messenger Associates when Lyn Messenger became a vice president of the firm.

The agency roughed out a number of possible logotypes. Some were only symbols, some incorporated symbols with type, and some were only the firm's name in various typefaces. Although he had originally leaned toward a logotype symbol, McGranahan selected a crisp, professional-looking typeface (Avant Garde) which was to be printed reflex blue on white.

The initial stationery package McGranahan approved included letterheads, envelopes and business cards. It was later to include many other items such as office signage, note cards, mailing labels, and even blueprint indicia. The agency cooperated in helping keep costs down by providing sheets of photostatically reproduced logotypes for the firm to make some of the changes itself.

And budget was definitely a consideration. Since advertising agencies don't come cheap and clients' wish lists often rival those of a six-year-old at Christmas, prioritizing was essential.

One of the most valuable services Graves & Associates provided was applying a marketing approach to the entire program. This forced McGranahan, Messenger Associates to focus on its primary objectives and stay on target.

Long and short term objectives were defined. Target markets in

which McGranahan, Messenger Associates wished to develop more business were identified and prioritized in order of (1) importance in terms of activity and income, and (2) the likelihood of making significant penetration within a reasonable period of time.

A promotional approach would have looked at developing brochures and collateral materials aimed at the target markets. This was, in fact, done.

Bank Design Basic Consideration

By James R. McGranahan, AIA

Many factors have led to increased speculation as to the design of financial institutions. These factors include technological changes in banking, trends in computerization and automated teller machines, even population trends and other trends. But while there have been many changes, there is much continuity in the design of financial institutions.

Site selection is one area in which architects are qualified to provide assistance. A basic review of any potential site would include the zoning, topography, traffic and the community environment.

Let us also define a number of terms. "Traffic" signifies not only the volume of traffic, but also the nature of the traffic, whether it is primarily business, residential or a mixture of the two.

While better location provides good visibility, traffic location is even the traffic flow can make a site less desirable. High traffic is good but high speed is not. Traffic must be slow enough to permit safe entry and exit from the site. Turning lanes which are not properly designed can make entry and exiting difficult and dangerous.

As a rule, streets are desirable back to back in residential areas and not as a rule, streets should include a sidewalk and landscaping.

Planning studies are another architectural service which banks can use to commission since they have determined a general area in which they wish to build. Such a study can reveal whether the area is growing or not, the location of surrounding areas and anticipated zoning changes.

Indeed, zoning is an area that attracts special consideration in developing and implementing any planned bank office. If the site is not properly zoned for the type of business



James R. McGranahan, AIA, is president of the Washington State Council of Architects.

are high, you must consider alternative solutions to meeting the requirements and needs. Again, a certain type of traffic of local need requirements may necessitate high to where areas where traffic is primarily pedestrian and land use of high related parking or commercial use will be practical solution.

Physical situation on the site is primary consideration in developing a plan. The cost of overcoming obstacles, such as unstable soil, excessive water and access to the site, may be measured against the desirability of the location.

Energy considerations are becoming a factor in building sites and there is a trend to use solar energy. Consideration should be given to a few design factors, such as orienting the building to capture it should the structure have solar elements (walls, shading, storm, etc.) tracking the sun and solar collectors to cut heat loss and gain, or utilizing heat pumps or other energy efficient heating and cooling systems. An analysis of the present and future energy needs of a building is a part of any energy plan.

Site location and use is one of the logical factors in energy conservation and use of glass in one area where changes can be effected. Thermal glass windows provide better temperature changes, but consideration should be given to location and size of windows.

Whether you do, don't overlook the impact of the present facility on the local community. This is not limited to an architectural impact statement, but also includes the emotional impact of the community. Any time which a new structure is erected in an area of increased traffic, in residential areas or in an area of a multi-story building, a low rise area may lead to proposed regulations exceeding parking. We have seen requirements range from 7 to 10 cars per thousand gross square feet, with four or five being the average. If the site is small and parking demands

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community while other markets were being explored. Press releases were regularly sent to the local and business press. Although publicity about awards and staff changes are generally welcome, editors can be narrow-minded about the news value of many things a firm wishes to publicize. Graves & Associates had proposed a newsletter and it was one of the earliest proposals implemented.

The newsletter look is clean and consistent with the logo, letterhead and other materials that were to be developed. Designed to be a low cost piece which could be produced quarterly, an art format was created with editorial material to be "typeset" on a typewriter, pasted up, and printed.

The editorial format included a lead article on the front page designed to position McGranahan, Messenger Associates as authorities on specific subjects, updates on existing projects, announcements of new commissions, personnel notes (which did double duty in building staff morale) and graphics, graphics, graphics.

The newsletter was originally mailed to existing clients and members of the business press. When The American Institute of Architects constraints on self-promotion were relaxed, the mailing list was expanded to include prospective clients.

The newsletter has had nothing but positive response, according to Jim McGranahan, with the one exception of the time it featured a client's planned new headquarters and the newspaper picked up the story — before the client was ready to announce it.

Both byline stories and staff written features carry considerable credibility and warrant reprinting for distribution.

But a marketing approach entailed evaluating the total picture and committing the firm's resources to meeting these objectives. Staffing additions and personnel development were only a few of the areas McGranahan, Messenger Associates had to consider.

The most immediate need was to stay visible in the local business



Marketing involves a total approach including how your staff dresses and the impression your office makes on visitors.

Lesson: Never forget who receives your newsletter and consider who might obtain a copy.

The problem of a brochure was more complex. To address the multiple needs for a brochure, Graves & Associates suggested initially developing a presentation folder and later follow up with inserts targeted toward the priority markets.

The presentation folder contained text on the firm's philosophy and numerous photos showing the firm's design work and staff members in various working situations in the office and on-site. A lower flap held enclosures in place and contained cuts for inserting a business card.

"We were so small then that the agency used mezzotint screens on the photos to disguise the fact that the same three people were in all the shots," laughs McGranahan.

Promotional materials for the priority markets followed with initial concentration on those markets where the firm had some experience.

Two types of inserts were developed. A series called Dimensions addressed specific markets such as financial, interiors, feasibility studies, etc. These inserts covered the firm's philosophy in those areas and were illustrated with photos and drawings of the firm's work.

The Dimension series was augmented by case histories of specific projects in the various markets. They were assembled and used for submittals and proposals until The American Institute of Architects constraints on advertising and promotion were relaxed last year.

McGranahan, Messenger Associates became perhaps the first architects in Washington to advertise, first

with a series of direct mailings of collateral materials to state banks, one of their primary markets, and later with a 1/2-page 2-color ad in Pacific Banker and Business. While several banks responded, the objective was to soften the market for personal contact.

Early in the game, McGranahan called in Weld Coxe, a nationally known marketing consultant, to advise on the program. Coxe spent a day in Tacoma, helped in some goal setting and affirmed that McGranahan, Messenger Associates and its agency were on the right track.

Has it worked? Jim McGranahan makes no bones about it. "We've grown from three architects to a staff of seventeen," he states. "We've acquired our own building. Our billings have increased four hundred percent and the jobs we're getting are bigger."

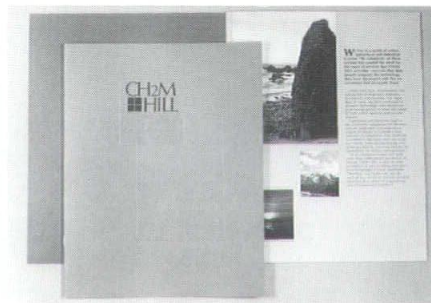
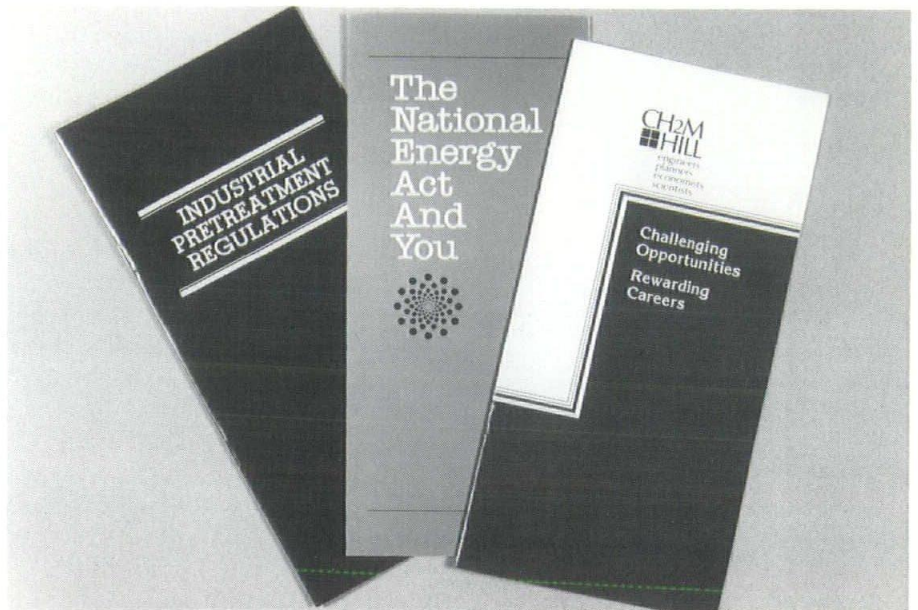
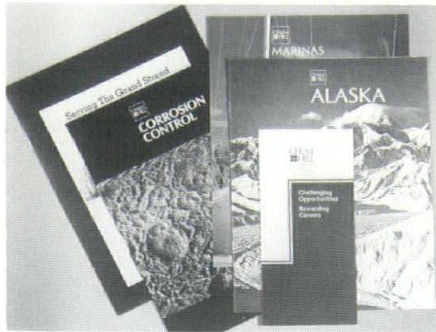
The promotional efforts have not gone unnoticed outside the Northwest. In 1978, McGranahan was invited to make a presentation on marketing architectural services at the national American Institute of Architects convention in Dallas.

Promotion alone won't make business successful if it offers an inferior product or service, but McGranahan, Messenger Associates is well respected and has won eight local American Institute of Architects design awards in the last seven years.

Promotion didn't make the firm better, but Jim McGranahan sums it up. "It's all worked together and we've been very pleased with the results."

And success is the final measure of any marketing program.

Indirect Marketing Tools



by DIANE C. CREEL
Manager of Communications
CH2M HILL

A communications program for any professional design firm should be founded on a strong marketing plan. By that, I mean that successful communications programs do not just blast away at humanity; rather, they employ the following professional approaches to assure a "rifle shot" impact on the markets that are important to the strengths and earnings of the particular firm:

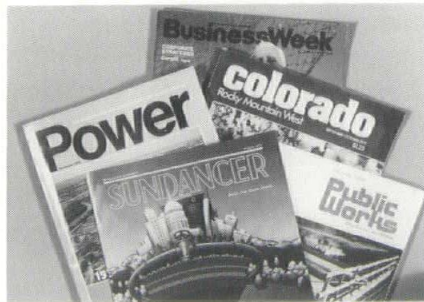
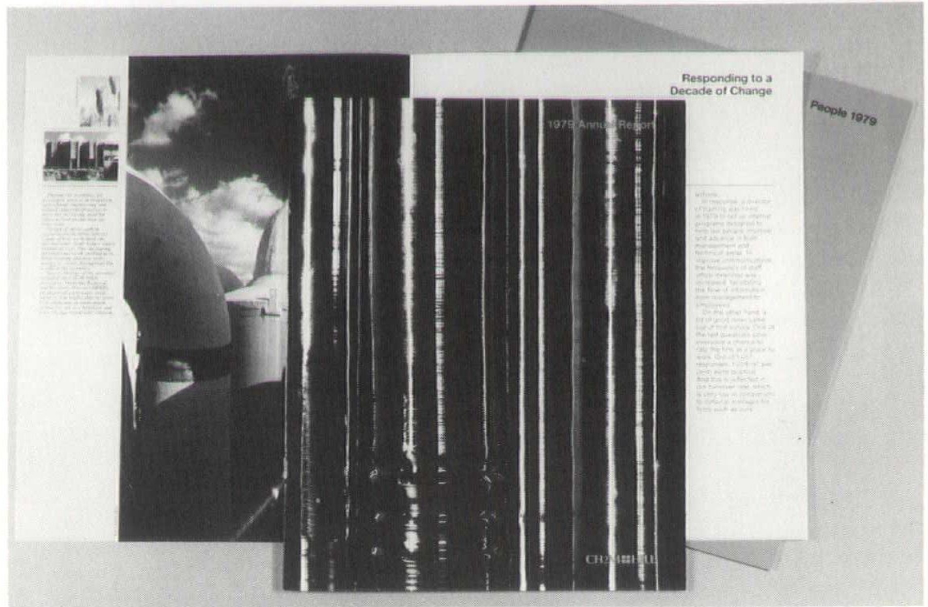
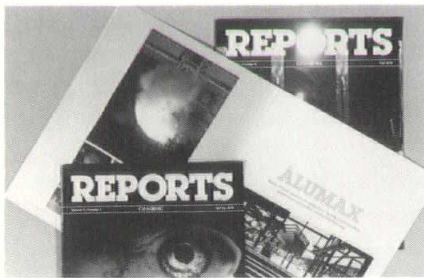
1. Ascertain markets

2. Determine the most beneficial message to be projected to each target market
3. Determine the media or technique of communications that will do the most effective job
4. Develop and implement action programs for follow-through to evaluate effectiveness

In marketing communications, we make a distinction between "direct" communications and "indirect" communications. Direct communications includes, of course, person-

to-person contact, proposals and interview presentations—in other words, those forms of communications that are designed specifically for a prospective client. Indirect communications includes information tools such as brochures, newsletters, newspaper and magazine articles, audiovisual presentations, displays for trade shows, and any other form of communications that is aimed not at a specific prospective client, but, rather, at a particular market area that may reach many such clients.

At CH2M HILL, in the fall of 1978,



the decision was made to establish an in-house communications department which would work primarily with the indirect methods of marketing communications. With that decision, we began hiring an in-house staff and planning and developing a market communications program based on the marketing thrusts and long-range plans of the firm. To orient the firm to our program and, consequently, help employees understand how they can contribute to it, we developed a COMMUNICATIONS HANDBOOK and slide presentations.

Based on this experience, I would like to give you a shopping list describing some of our indirect communications tools and explain how we use them at CH2M HILL.

BROCHURES

Brochures are a vital part of an indirect communications program. We have developed a system of market-specific brochures addressing the various technologies we offer and geographic areas we serve. We have some brochures geared to a technology or a design capability such as Marinas, Bridges, and

Combined Sewer Overflow. We also have brochures geared to specific geographic market areas such as Alaska, Canada and China. In 1979, we developed 22 such brochures.

We also have developed a corporate general brochure which touches briefly on all of our technology and geographic markets. This corporate brochure introduces our full capabilities to a prospective client. It is general and brief, and is capable of being read from cover to cover in 15 minutes. The reader who does not have time to read the copy can still get a good idea of what our

Indirect Marketing Continued



capabilities are from looking at the photographs or reading the bold type headlines.

This total system of brochures provides us with marketing support tools. We have the corporate general brochure to introduce our total capabilities to a prospective client, and then we have follow-up brochures which detail our capabilities in specific technologies and specific geographic areas.

NEWSLETTERS

There are a variety of types of newsletters in the design profession. There are newsletters developed for in-house information only, for "in-house" and "out-of-house" (client and prospective client) information, and for outside distribution only. It is difficult to achieve a good balance in a marketing communications piece that is developed for in-house as well as out-of-house distribution and interest. Employees want to learn more about each other, their benefit program and management decisions that are going to affect them as employees. Clients are more interested in learning about a firm's capabilities and what experience it has to offer in specific types of projects.

If you are going to use your newsletter as a marketing tool to the "outside," these hints may help:

1. Do not appear to be too self-serving; and
2. Do not appear too intimate (avoid triteness — births, marriages, etc.).

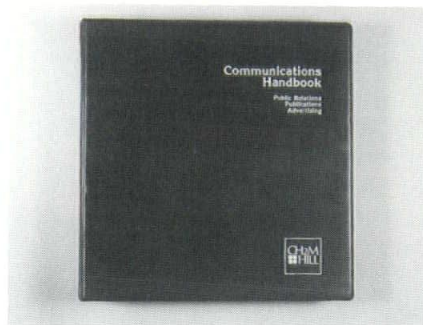
Again, professional writing, design and photography are key to the success of any newsletter.

ANNUAL REPORTS

Annual reports are sometimes used as marketing tools, which is the case at with us. We are an employee-owned firm and are not required by FTC and SEC regulations to release financial information or an annual report. We do, however, develop an annual report for distribution to our employee stockholders, to financial institutions, and to clients and prospective clients. Our annual report is designed to give an overview of the activities of the firm, including the financial standings, staff and technology growth, market growth (which new markets we are developing, which markets show the most potential — currently and in the future), and what management is doing to promote better services to clients and to create a better atmosphere and environment for employees.

DISPLAYS/EXHIBITS

Displays are another aspect of our



indirect marketing effort. Displays and exhibits may be used at conventions, at trade shows, for open houses and in hospitality suites at professional meetings. These displays should be well designed, with professional-quality photographs and a good balance of copy.

DIRECT MAIL

Direct mail is a highly effective means of marketing communications. It enables you to direct a tailored message to a specific individual or group. There is an advantage of selecting total audience and sending the message to that person or persons. A further advantage is that those persons do not have to seek out the information being sent.

We have produced several direct mail pieces. For example, we developed a mailer for our public utility clients and prospective clients, explaining to them the National Energy Act, how it will affect them and how we can provide the services that are necessary to comply with it. We also use direct mail for announcements. These are formal, printed pieces introducing personnel who have joined the firm or announcing a new office that is important to our marketing efforts. We do not select personnel for announcements based solely on their corporate rank; rather, we address client needs and interests, considering the capability that new employees bring to the firm and how that capability will affect our marketing.

LOCAL/NATIONAL MEDIA

We also rely on local and national media to carry our message of capabilities to our markets.

Depending on the geographic scope of a firm, efforts with the local

media and the national media, both news stories and feature articles, are important in paving the way for a direct marketing effort. It is always very good to hear, "Oh yes, I read of your firm in . . . publication about the work you are doing in . . . location."

When planning to work with the national media, keep in mind that there is a special publication for every market. Whether the target audience consists of bankers, lawyers, food processors or contractors, for instance, chances are that a publication for that group exists.

Remember, however, that each feature article you place with the national media is exclusive and sent to only one magazine. Besides providing this initial national exposure, the article is valuable in reprint form for use in proposals, in direct mail, as a leave-behind at an interview and with a potential client in his office. These reprints give us third-person credibility; that is, we are not saying we are good, someone else is saying it.

AUDIOVISUAL PRESENTATIONS

Audiovisual presentations form another part of our indirect marketing effort. Audiovisual presentations that are developed for trade shows and for speeches to groups such as the Chamber of Commerce and the Water Pollution Control Federation can be excellent marketing tools. However, we do not use canned audiovisual presentations in interview situations.

PROPOSAL SUPPORT MATERIALS

Preprinted project and capability descriptions are also included in our communications effort. These off-

the-shelf materials are designed for qualifications packages and proposals. Preprints not only provide quick access, they also are excellent historical references for project and capability information. The preprints we have developed are flexible, readily adaptable for a variety of uses: alone, in a proposal or with a brochure, to name a few. However, we are careful not to put too much standardized, preprinted material in our marketing packages to prospective clients.

ADVERTISING

Traditionally, engineers have been allowed to advertise only by using professional business cards in the back of trade publications. However, codes of ethics are loosening with the help of the FTC, and the confinement to this type of advertising is changing. This situation is opening up to provide opportunities for institutional, full-color, full-page advertising in many publications. We have not yet embarked on such a program, but we are investigating one and we are observing closely what our competitors are doing in this area. We are particularly looking at the feasibility of advertising in publications which are difficult to reach with stories, publications such as *Forbes* and *Business Week*.

AWARDS COMPETITIONS

Awards competitions are opportunities that are available to all of us in the design professions. They provide excellent opportunities for valuable exposure to our markets by providing credibility and an opportunity for media exposure. All of the leading professional organizations and their affiliates sponsor competitions annually — The American In-

stitute of Architects, the American Consulting Engineers Council, and the National Society of Professional Engineers, for example. This form of indirect marketing is valuable both at the time the award is presented and for many years to come, when the event can be referenced to add credibility to proposals and qualifications packages.

We have covered very briefly some key elements of our indirect marketing effort at CH2M HILL.

I am sure that there are many other firms pursuing the same activities and still more preparing to embark on such a program. For in today's competitive market, it is imperative that architects, engineers, planners, interior designers and other design professionals be aware of the contribution that indirect communications can make to their total marketing effort, and how it can add the finishing touches, enhancing an otherwise good marketing program.

NBBJ - Role of The Marketing Coordinator

by SONJA OSTRANSKY
Business Development Coordinator
THE NBBJ GROUP

In recent years the character of marketing professional design services has become rigorous, competitive, and considerably more aggressive than in the past. In response to the need to centralize and expand the quality of its marketing tools and resources, NBBJ in 1977 employed a full-time non-technical staff member to coordinate the marketing effort on a day-to-day basis.

Most large design firms around the country have also created new positions in-house to centralize and improve their marketing activities. The specifics of how these goals are achieved, however, differ from firm to firm. At NBBJ, this front-end effort is coordinated by a non-technical staff member who has a strong back-

ground in research, writing, editing and communications skills. Technical marketing-staff members are responsible for closing the jobs during the interview process.

The methods employed by THE NBBJ GROUP provide one example of how a large firm, providing a wide variety of services through a number of branch offices, has developed an internal marketing structure that allows each entity in the Group the freedom to sell its services independently, or as part of a larger whole. In contrast to firms in which all marketing decisions emanate from a central office, the offices within THE NBBJ GROUP are permitted to function autonomously within the marketing policies established at the Group level. This approach necessitates full-time coordination, both at the Group level and within each office.

NBBJ's Marketing Coordinator,

one full-time assistant, and word processing/support staff are based in the firm's Seattle home office, Naramore Bain Brady & Johanson, Architects. This team, with the help of the technical marketing staff, is responsible at the Group level for maintaining contact with each office and supplying them all necessary architectural information to fit their marketing needs.

In addition, the Marketing Coordinator and non-technical support staff work on behalf of NBBJ Architects by organizing and coordinating the information gathering, technical writing, graphic design, and printing of all front-end marketing materials: Submittals of Qualifications, Proposals, Government Forms 245/255, Interview Pieces, and Office Brochures. All front-end projects of this kind are centralized from start to finish with the Marketing Coordinator, as is preparation of design award

THE
NBBJ
GROUP

NBBJ
MANAGEMENT
CONSULTING

NBBJ
MEDICAL
FACILITIES

submissions and exhibition materials.

Management of the various resources and tools needed in the front-end effort is another important area of activity. These include a large collection of project photographs, 35mm slides, audio-visual equipment, vue-graphs, presentation boards, and other such materials. Most of these items are critical to successful interviews and must be kept stocked and in good repair.

Another major function of the Marketing Coordinator and support staff involves activities relating to the development of new prospects, such as record-keeping, screening newspapers and other publications for leads, seeing to it that appropriate members of the technical staff follow through in making contacts, and keeping current on the status of these contacts.

Public Relations activities are also

the province of the Marketing Coordinator. THE NBBJ GROUP uses the services of a public relations agency to handle direct media contacts with local and out-of-town newspapers, radio and television stations. While the agency prepares all final press releases, it relies on the Marketing Coordinator to provide the information necessary to put together the release. The agency also provides a clipping service to the firm, and assists in developing the components of an effective public relations program. Part of the Marketing Coordinator's role in this regard is to be aware of all activities in the firm as a whole that are newsworthy, as well as activities of specific individuals that have the potential for publication or other media coverage.

The success of NBBJ's marketing approach requires a strong team concept, in which technical and non-

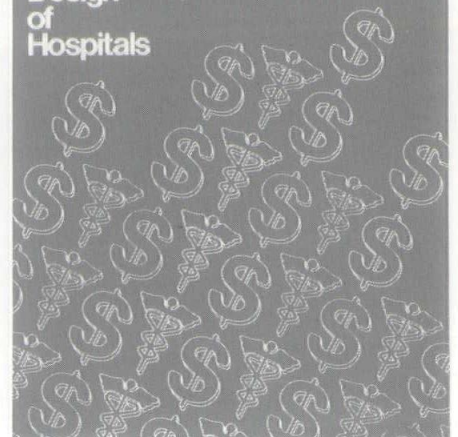
technical personnel play equally important roles. The Marketing Coordinator is an integral member of every front-end team, and is of key importance in determining whether or not the firm will "make the cut" on the basis of materials submitted to prospective clients.

Centralizing this area of marketing activity with a perceptive and client-oriented (albeit non-technical) person, has proven successful over the years because it allows an approach that explains the practice of architecture and related services offered by NBBJ -- interior design, planning, economics, construction cost management and graphic design -- in terms that are clear and concise.

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Winning Commissions in a Tight Market

by HUGH HOCHBERG
Principal Consultant
The Coxe Group, Inc.

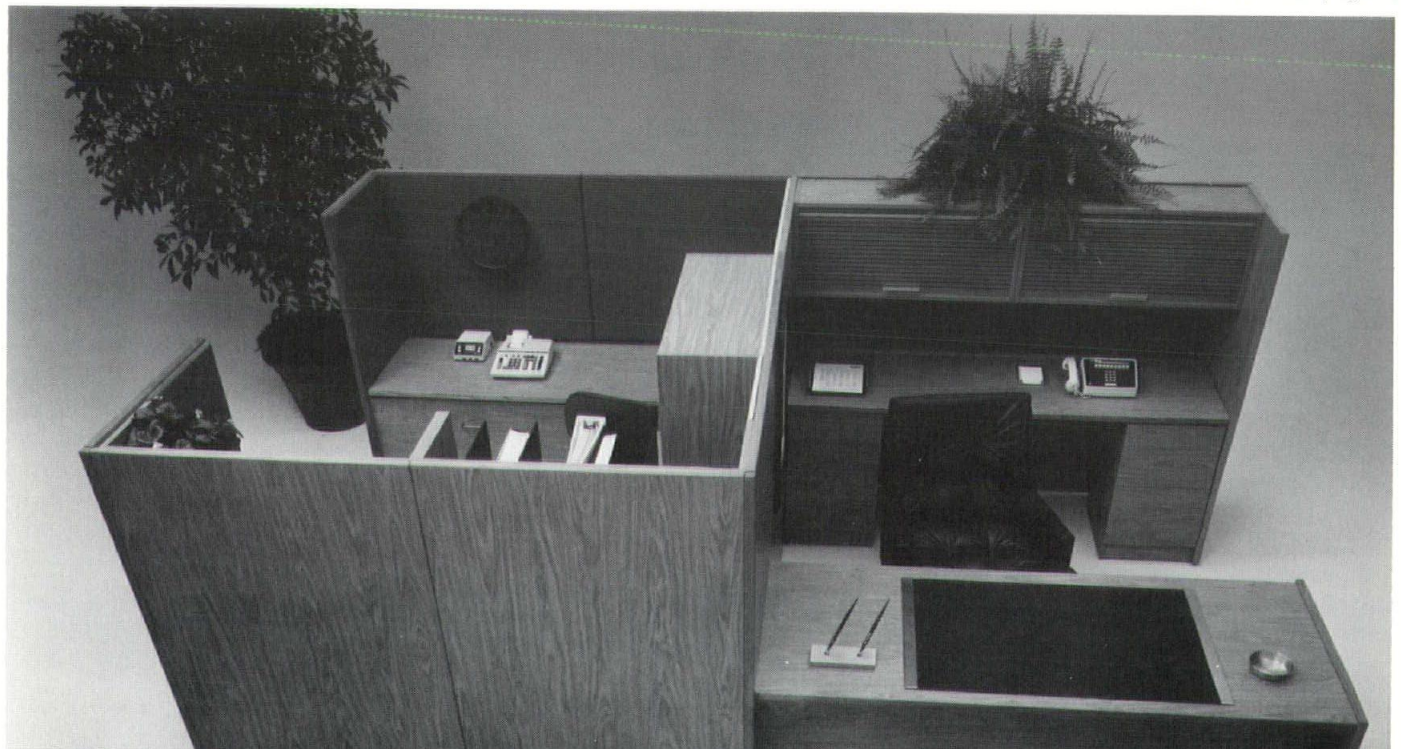
The market softens and the owners who have come to your firm over the last few years, either for repeat work or on referral from clients and others who know your capability, are shrinking in number. It would be nice to maintain your competent and dedicated staff, but it would also be nice to continue to eat. Where is the work going to be and what can the practitioner do to get his share?

An obvious and common response is to "shotgun" the market; that is, to pursue any and all opportunities. This presumably allows a fair chance at everything, but what in fact really happens? Even in a booming economy specialists in various building types get a significant share of specific markets. As the total volume decreases these specialists become more available since, like others, their workloads diminish. Put yourself in the owner's shoes. Who would you commission to do the project when there is a surplus of

firms from which to choose, the generalist or the specialist? True, a certain number of projects will always go to generalists for various reasons — personal rapport, image, price — but in a declining market the generalist will be feeling competition not only from other generalists, but also increasingly from specialists in each market he tries to address.

If this makes sense, the obvious question to answer is how to become less of a generalist and more of a specialist — more accurately, how to become *perceived* as less of a generalist and more of a specialist.

Continued on page 21



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Honors

Architects Elected to College of Fellows

Four architectural leaders in the state of Washington have been named to the College of Fellows of the The American Institute of Architects. The lifetime honor is bestowed for outstanding contributions to the advancement of the profession of architecture.

Investiture of all new Fellows will take place at the annual convention of the The American Institute of Architects on June 2 in Cincinnati, Ohio.

James R. McGranahan, FAIA, president of McGranahan, Messenger & Associates, Tacoma, has long been active in The American Institute of Architects. He served on the National Committee on Housing in 1976, as president of the Southwest Washington Chapter in 1975, president of the Washington Council, American Institute of Architects in 1978, and is currently chairman of the editorial board of *Northwest Architecture*.

McGranahan has served on many community groups and currently is on the Board of Trustees of Consolidated Hospitals and the Board of Directors of the Tacoma-Pierce County Chamber of Commerce.

A graduate of California State Polytechnic University, Jim has served as a visiting critic at that school.

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L. Jane Hastings, FAIA, Seattle, is the first woman in Washington state to be named to the College of Fellows of the American Institute of Architects.



A native of Seattle, she is a graduate of the University of Washington and has had her own office since 1960. Hastings has played an active role both locally and nationally, serving as the Seattle Chapter president in 1975. She was also an officer of the Paris-based International Union of Women Architects.

In the late 60s, Hastings was a key figure in developing recommendations for a training program in architectural technology for Seattle. When the program was introduced at Seattle Central Community College, Hastings was asked to join the faculty, a role she maintained for over 10 years.

Roland Terry, FAIA, Seattle is internationally known for his work in the field of residential and restaurant architecture with emphasis on the integration of interior architecture with interior design.



A partner in the firm of Terry and Egan, AIA, and Associates, the firm is an evolution from the beginning firm established in 1952 as Terry & Moore. His partnership was the first in Seattle to establish an interior design section.

Terry has been active in civic affairs, serving as a member of the Seattle Center Advisory Commission from 1963 to 1978. He was the Com-

mission's architectural consultant during the first formative years of development of Seattle Center.

A graduate of the University of Washington, he has been a design critic at the University's School of Architecture and the School of Art.

William H. Trogdon, FAIA, Spokane, a principal in the Spokane firm of TSG/Architects, P.S., and the Northwest Architectural Company, has long been active in the profession, serving as president of the Spokane Chapter and of the Washington Council, The American Institute of Architects. At the national level he is currently completing a two-year term as Northwest Regional Director.



Trogdon's strong community involvement has included the presidency of the Spokane City Planning Commission, founding president of the Spokane Community Art School, the board of the Eastern Washington State Historical Society, the Washington State Advisory Council on Historic Preservation, and the State Bicentennial Commission.

A native Washingtonian, Trogdon is a graduate of the University of Washington, and holds a Master of Architecture from Harvard University.

People



Harold E. Dalke, AIA, Shelton, has been named president of the South-west Washington Chapter, The American Institute of Architects. Other officers are

Del L. Hobbs, AIA, president-elect; **Ted A. Werner**, AIA, vice president; **Von Kays**, AIA, secretary, and **Harlow Hogenson**, AIA, treasurer, all of Tacoma. New board members are **John V. Austin**, AIA, Tacoma; **Frank Moffett**, AIA, both Olympia.

John Courage, AIA, was named a partner at **Steinhart, Theriault & Associates**, with a change in name to **Steinhart, Theriault & Courage, Architects**. Offices remain at 1264 Eastlake, Seattle.

Marty A. Lyon announces the formation of a new firm, **Marty A. Lyon, Landscape Architect**, with offices in Tacoma's Old City Hall, 625 Commerce St., Tacoma. Lyon leaves a position as vice president and development manager of **Conifer Developments, Inc.**, Tacoma.

Maloney, Herrington, Freesz and Lund, Seattle-based architectural

firm, has become **Mills, John and Rigdon, Architects**. The name was changed to reflect the continuing partners that have directed the organization since 1970. Principals are **Harry E. Mills**; **James John, Jr.**, AIA, and **Jonathan M. Rigdon, Jr.**, AIA. The continuing management includes **David Fey**, **Gilbert Griffin**, **Lee Kopf**, **Donald Van Wieringen** and **Phillip Wigley** as associates. Interior design continues under the direction of **Virginia Iles**, ASID.

Robert M. Helsell has been named president of **Howard S. Wright Construction Co.**, Seattle,



Pacific First Federal Saving & Loan Association Sea-Tac Office

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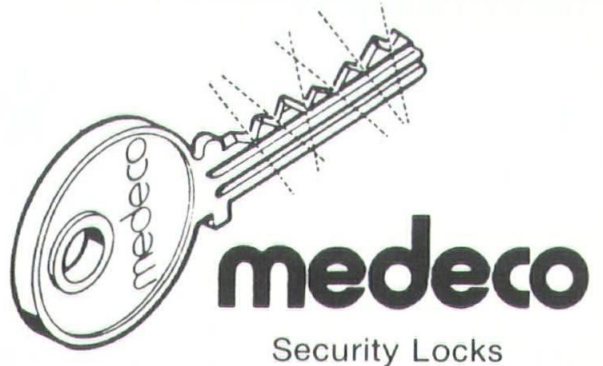
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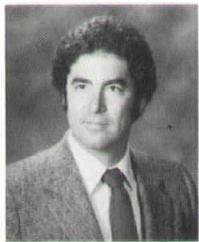
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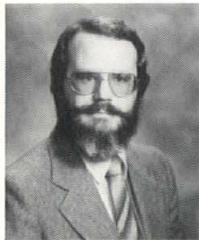
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moving up from executive vice president and secretary. **Richard E. Bangert II** has become secretary and general counsel. **Daniel L. Ruthford**, who was president, becomes executive vice president of Wright Schuchart, Inc., the holding company for the Wright organization.

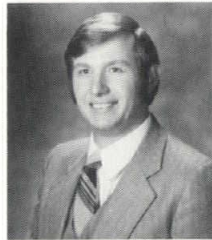
Tom Adkison, AIA, partner of Adkison, Leigh, Sims, Cuppage Architects, Spokane, announces the advancement of three architects in the firm. **Roland C. Colliander**, AIA, is promoted to Senior Associate; **Gary L. Dinwoodie**, AIA, and **Ritch D. Fenrich**, AIA, are both promoted to Associate.



Colliander



Fenrich



Dinwoodie

Colin E. Nash, **Paul B. Liao** and **Ross F. Hart**, all managers of Seattle based Kramer, Chin & Mayo, Inc., have been named vice presidents of the consulting firm's international subsidiary, KCM International, Inc. Nash is a fisheries scientist; Liao, a civil and sanitary engineer, and Hart a landscape architect.

Robert C. Nelson, of R.C. Nelson Construction, Tacoma, has been elected president of the Tacoma Chapter of The Associated General Contractors of America. Other officers are: **James F. Tucci**, Tucci & Sons, Inc., vice president; **Roger A. Hansen**, Hansen, Hansen & Johnson, treasurer. **Bruce A. MacAulay** is secretary and executive director of the chapter.

John Graham & Company, Seattle based architects/planners/engineers announces the appointment of

five principals: **William F. Buursma**, director of architectural design; **Allen E. Elijah**, director of electrical engineering; **Alvin B. Harrison**, project director; **Fred D. Helser**, director of architecture/engineering operations; **Lester E. Poole**, director of structural engineering.

Michael E. Smith has been named a vice president of Henningson, Durham & Richardson, Inc. He is manager of the architectural department of the Seattle office of the Omaha-based architectural-engineering firm.

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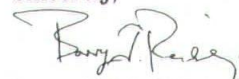
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Winning Commissions in a Tight Market Continued

Start by defining the firm's markets. In what markets will the firm be aggressive; that is, where will it initiate pursuit of clients? Where will it be passive, maintaining the capability to perform, but not actively identifying leads, responding rather to leads that come to the firm from other sources? Limit the number of markets in which the firm will be aggressive, otherwise it is likely to be perceived as an "aggressive generalist". A small to medium size firm can successfully and financially be aggressive in only one or two markets. The decision as to which markets to target should be made on the basis of market research to determine market volume, professional requirements, competition, project size, and other relevant factors.

Then assess the firm's capabilities to meet the requirements of the market. If the firm has what it takes, fine. If not, determine what it will take and what it will cost in time, energy, and dollars, to get there. If the market then still makes sense, answer another question if by some possibility it hasn't already been answered: Do you want to do the work? Would doing it be within your goals, the firm's goals, both, or none? If none, forget it, unless you and your firm are of the rare breed that can fully commit to something you don't want to do.

About those passive markets: Respond to anything that comes along that is itself rewarding, professionally and/or financially, or can lead to something that is. Assuming we're all in a belt-tightening period, a reasonable guideline for the financial aspect is that if the fee meets or exceeds the direct cost of doing the work, the excess (or contribution to overhead and possibly to profit) justifies for consideration for accepting work.

The marketing budget should be dedicated almost entirely to the aggressive markets, and a major objective of the plan for each is to have the firm become identified within that market as a specialist. This may entail a promotional effort

of getting the firm known and at least one of its senior people recognized as an expert. Capitalize on directly related experience of the firm and of its staff. Remember that "outstanding design" usually isn't

Continued on next page

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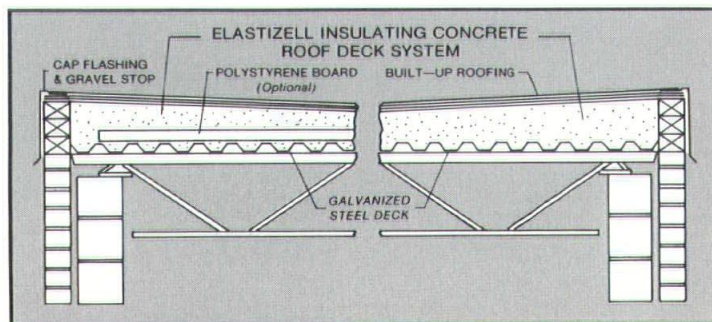
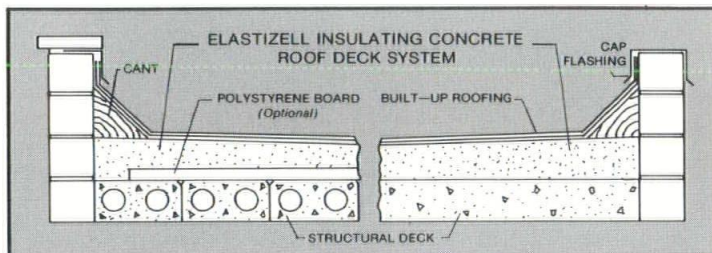
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enough; almost everybody can lay legitimate claim to this. Instead, strive toward uniqueness in what the firm provides or how it provides it; it is this uniqueness that is key in bringing the commission home.

Before running out for that Lamborghini Countach with the income that you'll be earning from this carefully developed and implemented marketing plan, look around. You'll probably see firms who seem to have a defined niche in one or more of the markets you'd like to pursue.

Understand that to develop recognition in a market takes time (as well as satisfied clients) and by having done their homework previously these competitors are in a stronger position today.

The truly successful marketing program is one that is in touch with the firm's markets and is continually collecting information about others, existing and evolving. Thus the firm is more likely to be able to anticipate market declines before they occur and opportunities before they blossom, and to position itself, with firm-wide commitment, where it feels its future opportunities will be.



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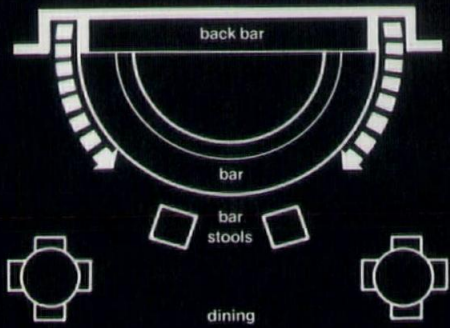


Floating doors (birch 350, 13'-6" x 8'-0") or a Pair (custom hemlock 350, 12'-6" x 8'-2")

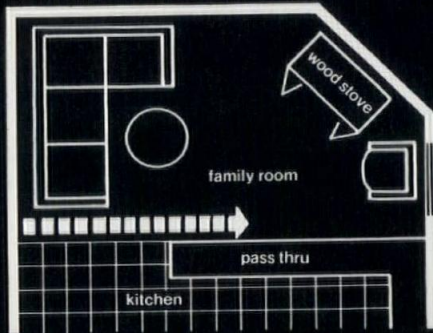


Narrow doors (roughsawn 350, 3'-0" x 6'-8") or Wide doors (oak 450, 32'-6" x 6'-9")

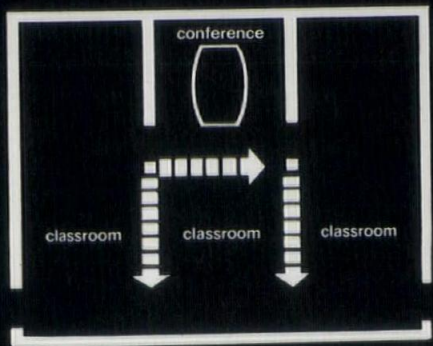
CURVED TRACK



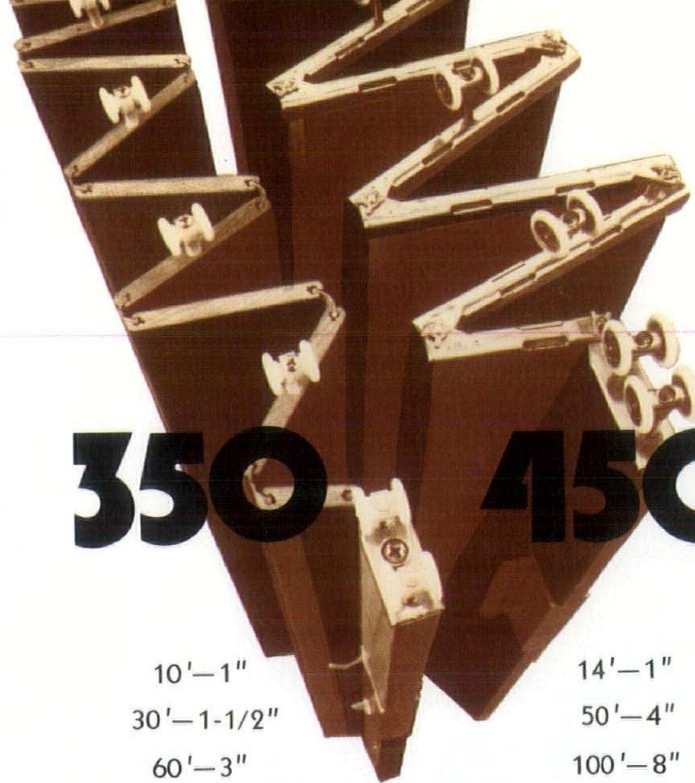
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OP overall product, in place



model

350 450

size

MAXIMUM HEIGHT OF DOOR	10'—1"	14'—1"
MAXIMUM WIDTH OF DOOR	30'—1-1/2"	50'—4"
MAXIMUM WIDTH, PAIR OF DOORS	60'—3"	100'—8"

construction

INDIVIDUAL PANEL WIDTH	3-1/2"	5-1/2"
PANEL THICKNESS	3/8"	7/16"

TRACK

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WOOD SPECIES OR COLOR

west coast hemlock, philippine mahogany, walnutglo stain, colonial white, rough-sawn hemlock (natural finish and four standard stains), birch veneer, oak veneer, walnut veneer, teak veneer (page 6)

WOOD FINISH

a. clear lacquer, b. sealed and sanded, c. unfinished, d. custom (page 6)

HINGE

extruded virgin vinyl in eight colors: ivory, tan, mahogany, walnut, green, white, gray, black (page 6)

JAMB MOULDING

wood-optional	wood-optional
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STANDARD LATCHES

no. 33 positive latch or no. 38 magnetic latch of extruded aluminum anodized to dull brass or dull chrome finish (page 7)

OPTIONAL LATCHES

privacy lock, key lock, master-keyed assembly (to building system with cylinder by others), adapter for pairs (page 7)

installation

STACK SIZE PER FOOT OF OPENING WIDTH

1-1/2" plus 2-1/4" for lead post	1-1/4" plus 3" for lead post
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DOOR WEIGHT, LBS/SQ FT-IN PLACE SHIPPING

1.2	1.5
1.25	1.75

ALSO AVAILABLE

- a. panels surfaced with high pressure laminates, pattern as specified, or
- b. wood panels with flame resistant finish

specifications

350

specifications

8.11/WOO 450

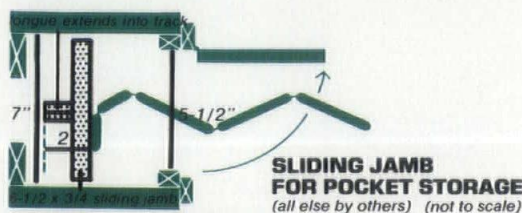
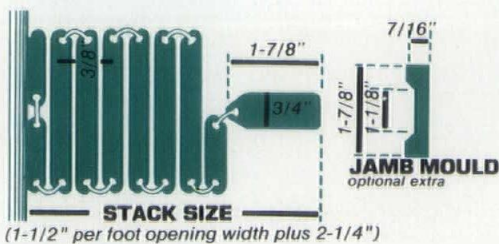
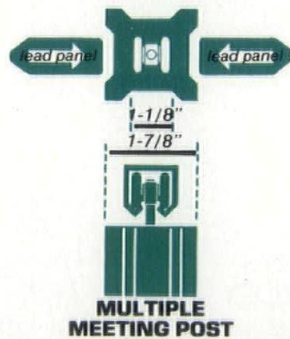
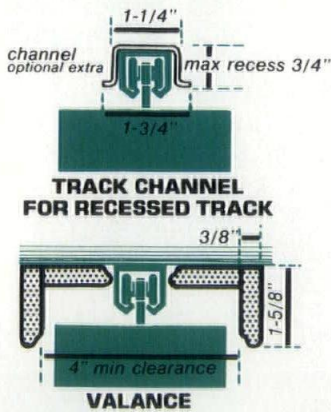
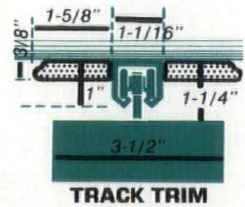
GENERAL Folding doors shall be wood panel, accordion type, Spacesaver model 350. Doors shall be free of any binding.

PANELS Size of panels shall be 3/8" thick and 3-1/2" wide. Each panel shall be connected with a full height hinge of extruded virgin vinyl. All veneered panels shall have a solid wood core. All veneers shall be of face grade quality. Edges of panels shall be routed to receive and lock vinyl hinge in place.

LATCH Handle shall be extruded aluminum positive or magnetic latch anodized to dull brass or dull chrome finish. Security options may be specified.

FINISH Panels shall be sanded, sealed, buffed and clear lacquer finished at the factory unless otherwise specified.

TRACK AND HANGERS Alternate panels shall be suspended by double-wheel nylon rollers. Track shall be anodized extruded aluminum.



Wood Specialty Products
Mountlake Terrace, Washington 98043

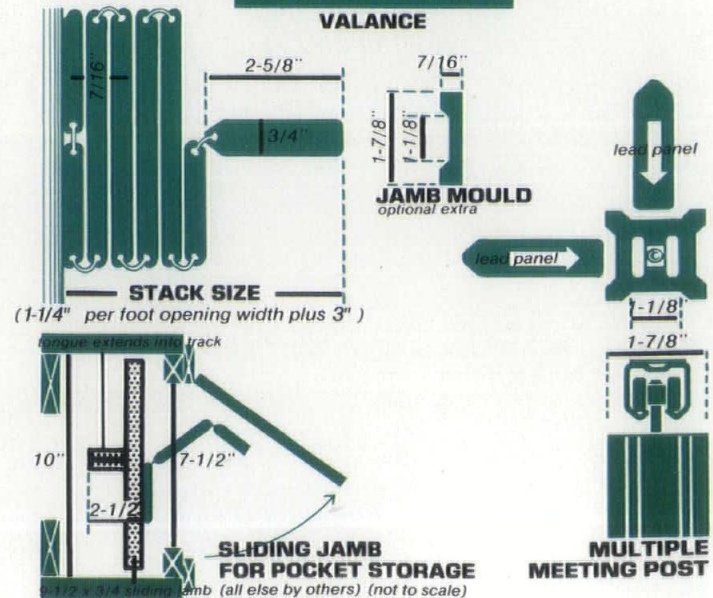
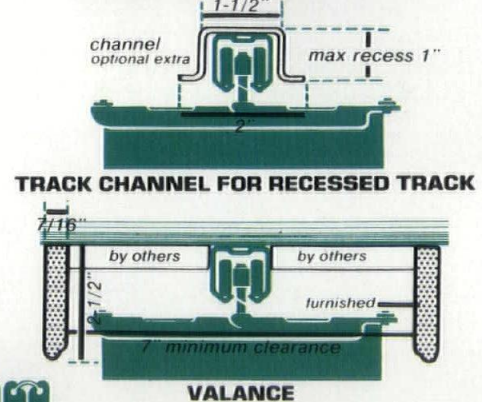
GENERAL Folding doors shall be wood panel, accordion type, Spacesaver model 450. Doors shall be free of any binding.

PANELS Size of panels shall be 7/16" thick and 5-1/2" wide. Each panel shall be connected with a full height hinge of extruded virgin vinyl. All veneered panels shall have a solid wood core. All veneers shall be of face grade quality. Edges of panels shall be routed to receive and lock vinyl hinge in place.

LATCH Handle shall be extruded aluminum positive or magnetic latch anodized to dull brass or dull chrome finish. Security options may be specified.

FINISH Panels shall be sanded, sealed, buffed and clear lacquer finished at the factory unless otherwise specified.

TRACK AND HANGERS Model 450 panels shall be capped with a crimped-on heavy duty angle-stop hinge. Alternate panels shall be suspended by double ball-bearing rollers with steel races and nylon tires. Track shall be anodized extruded aluminum.





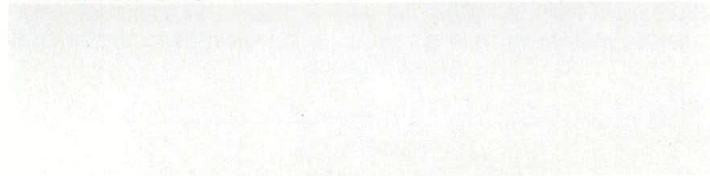
WEST COAST HEMLOCK (hinge color, tan)



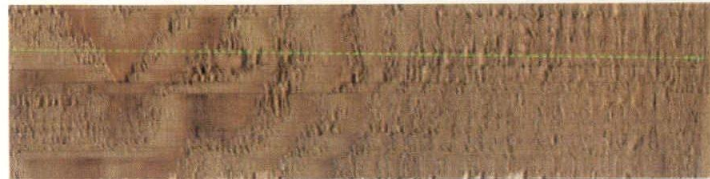
PHILIPPINE MAHOGANY (hinge color, mahogany)



WALNUTGLO (stain on mahogany-hinge color, walnut)



COLONIAL WHITE (lacquer on hemlock-hinge, white)



ROUGHSAWN (hemlock with natural finish or four standard stains-hinge color, varies with finish)



WALNUT VENEER (hinge color, walnut)



BIRCH VENEER (unselect for color-hinge color, tan)



OAK VENEER (hinge color, tan)



TEAK VENEER (hinge color, black)

MF materials, finishes

standard wood species

Spacesaver offers a wide choice of beautiful, natural woods, all with a fine furniture finish for long life and low maintenance. Color and grain may vary from samples shown.

custom finishes

Custom finishes in paint or stain are available to match furnished sample (except when grain pattern of the wood species of the sample cannot be simulated by any of the woods we offer).

hinge colors

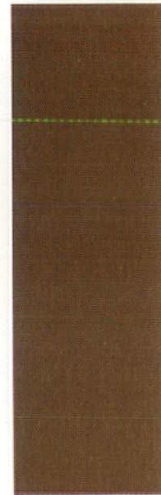
The extruded, virgin vinyl Spacesaver hinge is silent and tough. Laboratory tests found no wear after a quarter million cycles of opening and closing. The hinge is available in eight colors (below). Any of the eight colors may be specified, otherwise standard hinge colors for each wood species will be furnished (left).



IV3
IVORY



TN2
TAN



MY1
MAHOG



BN7
WALNUT



GR6
GREEN



WE5
WHITE



GY4
GRAY



BK8
BLACK

latches

latch options



no. 33



no. 38



no. 34



no. 35



no. 37



no. 36

All Spacesaver doors come equipped with a factory installed no. 33 positive latch or no. 38 magnetic latch of extruded aluminum anodized to a dull brass or dull chrome finish.

The following latch options are available:

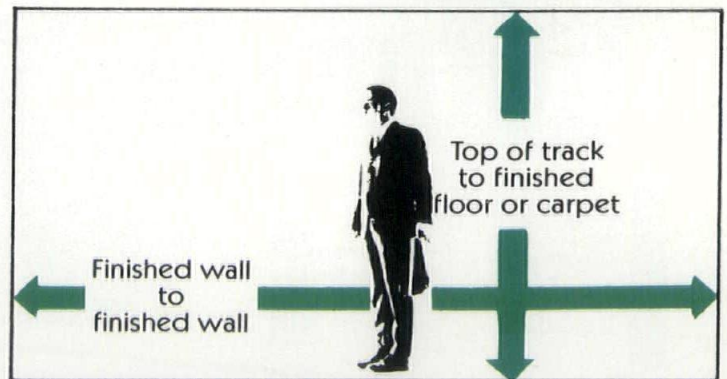
- no. 34 privacy lock
- no. 35 key lock (keyed one or both sides)
- no. 37 lock, master-keyed to building system, key-in-knob cylinders (by others) adapted by factory (keyed one or both sides)
- no. 36 adapter for pairs (doors meeting at center)

TS technical support

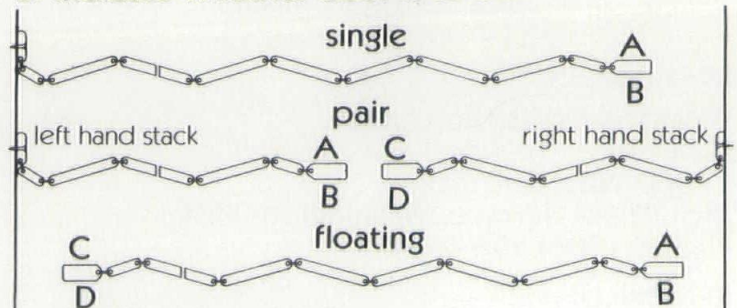
related literature

Additional technical information is available by written request to the manufacturer.

Master-Key Locks	073070
Technical Data	091070
Specification Sheet	072570
Rough Sawn by Spacesaver	080072
Vinyl Hinge Durability Test	083072
Field Installation, Sectionalized Doors	120071
Switch Details, Glide Switch	G110076
Switch Details, Pivot Switch	P110076
Switch Details, Crossover Switch	C110076
Switch Details, Heavy Duty Glide Switch	H110076
Painting and Staining a Spacesaver Door	F1986
Spacesaver Maintenance Manual	031575
Spacesaver Installation Instructions	030072



2. Indicate whether door is to be:



3. Indicate hardware option and identify lock location (A, B, C or D).

4. Specify wood species and finish desired. (For custom finishes, architect should submit a sample of the color to be matched.)

how to order

1. Specify inside dimensions (finished wall to finished wall; top of track to finished floor or carpet).

UA uses, applications

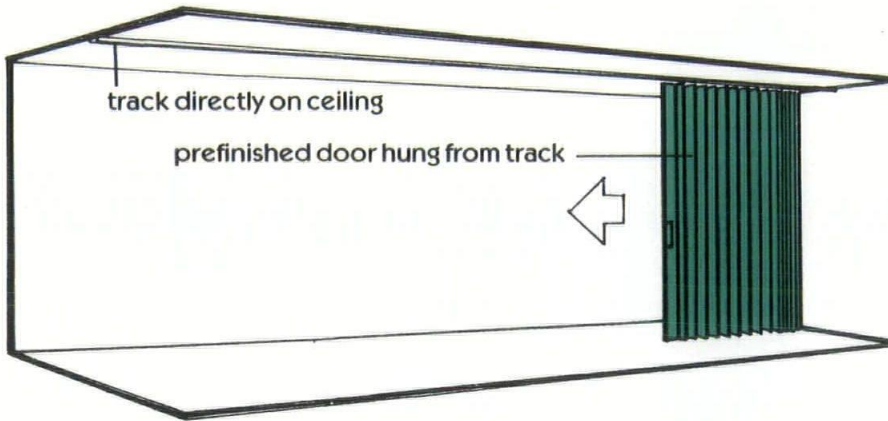
economy and construction

With the rising square foot cost of construction, Spacesaver makes sense...finishes are factory applied and provide long life, low maintenance...all hardware and parts necessary for installation are supplied with the door.

A Spacesaver 36" standard door saves 14 square feet of "swing space" required by a standard 36"

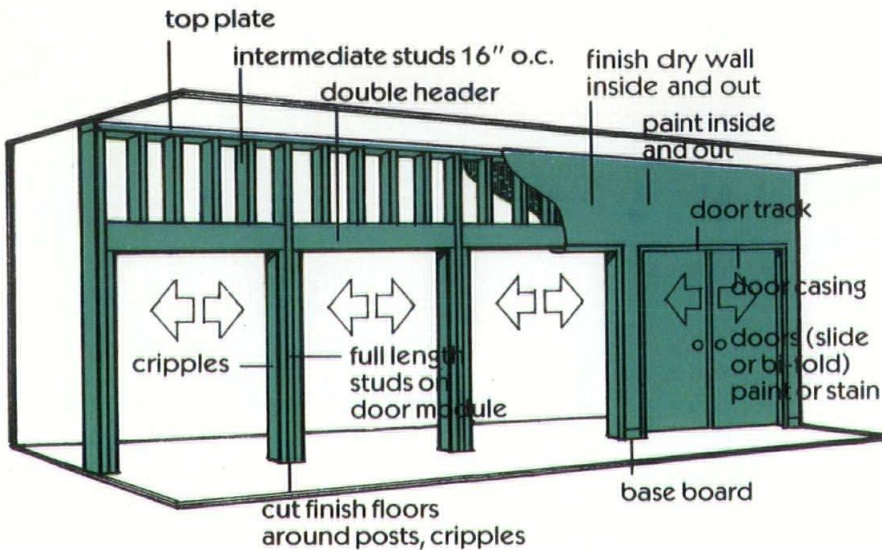
hollow core door, allowing more freedom in arrangement of furnishings.

Floor to ceiling installation allows full access to storage and upper shelving...a 36" wide Spacesaver door stacks in 6-3/4".



Typical Spacesaver Installation

Spacesaver installation requires no header...track mounts directly to ceiling joists. No jambs or stub walls are required.



Typical Bi-Fold Installation

Conventional construction requires a header and stub walls. Dry wall inside and out must be applied, taped and painted...finish door jambs and base board must be installed. Hardware must be installed top and bottom. Doors must be framed, hung and finished.

Manufactured by:

Wood Specialty Products

A Division of Shakertown Corporation

24300 West 60th Street

Mountlake Terrace, Washington 98043

Phone: (206) 778-2128

In Mexico:

Lummex, S.A.

Av Col Del Valle No 615

Mexico 12, D.F.

To contact nearest sales representative call Sweet's Buyline (800) 255-6880 toll free.

CC code acceptability, certification

warranty

The Spacesaver Wood Folding Door is fully guaranteed by the manufacturer for a period of one year against faulty materials and workmanship.

sold by

One good sign



leads to another.

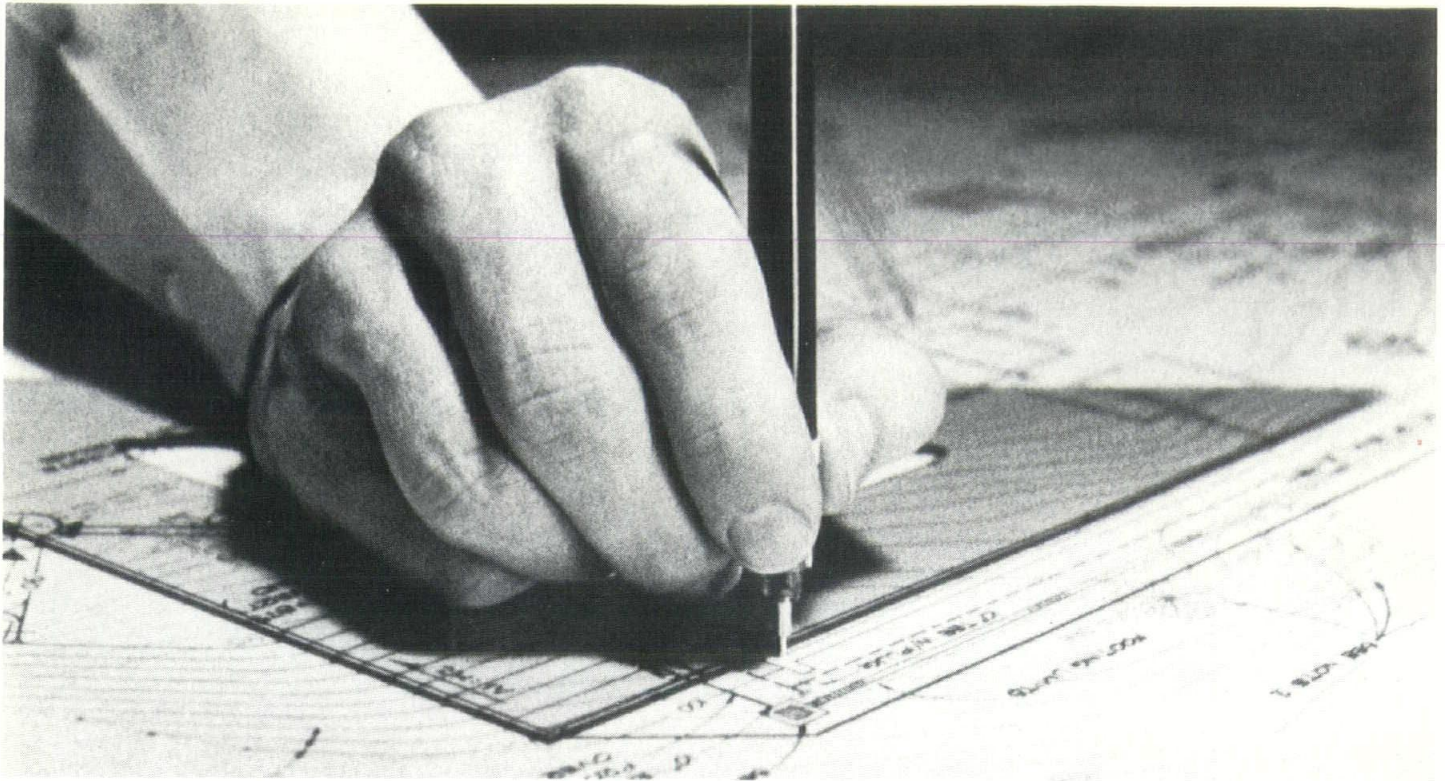


Heat Keeper™ Home signs lead to “SOLD” signs for you. Because they lead homebuyers to the energy-efficient, money-saving homes so much in demand today.

Heat Keeper™ Homes feature R-19 attic insulation, R-11 sidewall insulation, a more efficient gas water heater, a pilotless gas furnace and a night set-back thermostat. That adds up to the most energy-efficient home for the money.

Contact Washington Natural Gas or your heating sub-contractor for more information about plentiful, economical natural gas—and Heat Keeper™ Homes.

Natural Gas, ™
the fuel for new homes.
Washington Natural Gas Co.



We design Professional Liability Insurance as carefully as you design projects.

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We can also work with you on loss prevention to minimize your risks and exposure through on-going seminars, study programs, bulletins, and reviews of hold harmless and indemnity clauses.

Then we back you up at claim time. We counsel you when the loss is reported, maintain detailed records, follow-through and act as your liaison between you, the insurance carrier and the defense attorney.

The bottom line of all this is that when you take advantage of our experience, you can get the professional liability insurance coverage that meets your needs at a price that's very hard to beat.

Hurley, Atkins, & Stewart, Inc.

The Design Professional's Insurance Brokers Suite 603 / AGC Building /
1200 Westlake Avenue North / Seattle, Washington 98109 / (206) 284-7272

Exclusive brokers for Design Professionals
Insurance Company in Washington and Oregon.