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

Comment
Marketing in the 80's

Founders
Founder Contributors

Marketing
An Exhibition Celebrating Architecture of the 70's
Marketing Architectural Services; One Firm's Success
Indirect Marketing Tools
NBBJ - The Role of the Marketing Coordinator
Winning Commissions in a Tight Market

Awards
Architects Elected to College of Fellows

Miscellanea
People, News

Editorial Board: JAMES R. McGRANAHAN, FAIA; JOHN MAHLUM, AIA; GERALD MOSMAN, AIA; DALE BROOKIE, AIA.

Editorial Staff: RELTA GRAY, Editor; BLAIR PATRICK, Publications Manager and Executive Director, Washington Council, American Institute of Architects; JACK ANDERSON, Design and Graphic Consultant, TRA; "J.P." DOYLE, Director of Sales.

Northwest Architecture, the official magazine of the Washington Council, American Institute of Architects, McCleary Mansion, Suite 6, 111-21st Avenue S.W., Olympia, Washington 98501 (206)943-6012, is published every other month (six times a year) by Grawin Publications, 1020 Lloyd Building, Seattle, Washington 98101 (206) 624-4070. Circulated to architects, engineers, building contractors, landscape architects, interior designers, homebuilders, subcontractors, school and building officials in Washington.


Postmaster: send address changes to The Washington Council, The American Institute of Architects, 111 - 21st S.W., Olympia, WA 98501.

Opinions expressed by contributors are not necessarily those of the Washington Council, American Institute of Architects.

Copyright© 1980 by Grawin Publications.
Washington Council, American Institute of Architects, extends its appreciation and thanks these Founder Contributors for their financial support and faith in the publication of Northwest Architecture.

Additional contributions are welcomed at the offices of the Washington Council, American Institute of Architects, McCleary Mansion, Suite 6, 111-21st S.W., Olympia, Washington 98501.

James E. Adkins, Jr., AIA, CSI, Architect
Adkinson Leigh Sims Cuppage Architects, P.S.
Arnold N. Andring, AIA & Associates
Architectural Offices of Alan Liddle
Bazemore Associates Architects

Bouillon Christofferson & Schairer, Consulting Engineers
Bradbury and Stanek Architects
Lt. Col. H.F. Bromlan, USAF (Ret.)
James T. Bugbee, Jr., AIA
The Callison Partnership
Chao-Liang Chow
Stuart D. and Arden Charles
R.W. Copeland, Jr., AIA
Craig & Lawson, Architects
Cummings/Schlatter Associates
Leo A. Daly and Associates
Harold E. Dalke, AIA and Associates
DeNeff-Deeble-Barton-Associates, Architects & Planners
Robert H. Dietz, Architect, FAIA
Falter-Masini, AIA, Architects
Flotree-Sogge Partnership, AIA, Architects

Harold B. Foss
Fraley & Leighton Architects
Gabbert Associates Architects, AIA
Geise & Associates Architects
Gessel Smith Mosman, AIA, Architects & Planners
Glassie-Merritt Architects, AIA
Carl F. Gould, AIA Architect
John Graham & Company
Harris, Reed, Litzenberger & Tsang, Architects, AIA
Harthorne, Hagen, Gross, AIA Associates
The Hastings Group-Architects
Richard A. Hicks, Architect
Dorothy A. and Ted J. Johnston
Jones & Jones
Joyce/Nordfors & Associates
William N. Keefer, RA, AIA, CSI
Kirk, Wallace, McKinley, AIA & Associates
L.R. LaDouceur, Jr., AIA
Mahlum, Mahlum & Nordfors Architects
Catharine and Greg S. Martinson
John W. and Marilee Marshall
McClary & Johnston, P.S., Inc.
McGranahan, Messenger Associates
Morse/Stafford Partnership
Naramore, Bain, Brady & Johanson
Nelson/Walla/Dolle & Company, P.S.
Charles T. Pearson, FAIA
Albert D. and Betty Poe
Alex E. Reikes
Gordon E. Ruehl, AIA
SRS Design Team, P.S.
Thomas A Sconzo/Architect
David M. Scott, Architect, FAIA
Shavey DeGrasse Shavey Partners in Architecture
M. Lyle and Phyllis J. Spears
Southwest Washington Chapter, American Institute of Architects
Dennis T. Su, AIA, Architects and Consultants

TRA
TSG/Architects
Tan-Brookie-Kundig Architects
Thiry Architects, Inc. P.S.
Matthew R. Thompson, Architect
Valentine, Fisher & Tomlinson, Consulting Engineers
Roger K. and Kay L. Wagoner
Walker McCough Foltz Lyerla, P.S.
Washington State University Department of Architecture Faculty
Weyerhaeuser Company
Whiteley Jacobson & Associates, Inc.
Wright Gildow Hartman Teegarden

For additional information please contact:
CONTACT SALES — SPECIALTY PRODUCTS REPRESENTATIVE
GENERAL ELECTRIC COMPANY
401 Tukwila Parkway, Seattle, WA 98188
(206) 575-2770

MARCH/APRIL 1980
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.
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...
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-
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 Basics

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 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.
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.
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 Institute 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.
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 background 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...
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.
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
Four architectural leaders in the state of Washington have been named to the College of Fellows of 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 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.

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 Commission'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, 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.
Harold E. Dalke, AIA, Shelton, has been named president of the Southwest 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,
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.

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.

DAWSON KNOWS THAT ONE LITTLE DESIGN FLAW CAN TURN YOUR ASSETS INTO ONE BIG LIABILITY.

No matter how many years of schooling, training, and on-the-board experience you’ve had, you’re still human. And as an architect, there are literally hundreds of chances for human error.

To protect you from the possible perils of business, Dawson specializes in liability insurance for architects.

It was Dawson who worked with the Washington State Council of the A.I.A. to develop an original Loss Prevention Program specifically for architects. And over the years, Dawson has insured more architects than any other brokerage firm in the Northwest.

So, if you’re starting your own firm or it’s time to renew your existing liability insurance, call Jacki Samson (206) 583-2300. Collect.

What she knows could save you money and your assets. Even if you do make a mistake.

Bonding & Insurance Brokers

CORROON & BLACK/DAWSON

What we know can save you.

P.O. Box C34201, Seattle, Washington 98121
(206) 583-2300
The First & Lenora Building was owned, developed and remodeled by the firm of Naber/Dersham. Resold to the present owners, the building houses office and retail space for a variety of professionals.

Indoor Climate Control's assignment for the project was to provide — in an older masonry structure — the comfortable working environment for six offices and ground-level retail space. The challenge of retro-fitting the building with an energy-saving heating system was met with General Electric WEATHERTRON® heat pumps. A machine for all seasons, WEATHERTRON® heat pumps cool and heat with proven savings of up to 60% when compared to other fossil fuel systems in our Northwest climate.

An Open Letter To Architects & Engineers:

Introducing...“ABCD”. We’re unique! So we’d like to change your habits...
Periodically you need lengthy Spec/Project Manuals—typed and printed.
Bid deadlines demand these documents be produced under time constraints. Accordingly, you’ve overloaded your office staff typing them. Consequently, you’ve resorted to outside typing services. Traditionally, you’ve rushed your final to outside printers.

Save Money—Save Time—Avoid Effort. There’s a better way...ABCD.

We’re the only local company offering a combination of both high-speed word processing and quick printing services from one convenient location. Your benefits? Experience — Speed — Accuracy — Economy — and Accessibility.

You submit your rough guide spec. Our experts type it into 3rd generation machines. TV screens display an entire page—insuring accuracy plus your custom format—before paper is used. When activated—quality line printers print at 9 characters per second—over 3 times faster than conventional memory typewriters. Ordinary ragged right margins can be justified. Benefit? An extra touch of professionalism. Degrees of expectation as to quality of content—go up!

Your changes in our proof are text-edited electronically. In seconds. Your final is recorded on small disc. Easily recalled for future changes. Or used again as your master guide spec on future projects of a similar nature.

When ready, your final is printed at 7,000 imp/hour into multiple sets, and bound.

While we acknowledge your habits are hard to change—please try us. Call us for a free estimate.

Sincerely,

Barry J. Reischling
President

Carolyn Gardner
Production Manager

Craftsman Press Building, Suite 500
155 Valley St., Seattle 98109, 447-9511

MARCH/APRIL 1980
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...
LIGHTWEIGHT INSULATING CONCRETE ROOF DECK SYSTEM

Positive Slope-to-Drain
Rigid, Tapered Thermal Insulation
Cast-in-Place, Nailable Roof Deck
Improved Fire Resistance
Competitive — First Cost & Life Cost

JANES BROS.
(206) 455-1447
11636 S.E. 5th, Suite B
Bellevue, WA 98005

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.
VERSATILITY SPACESAVER
wood folding doors/partitions
spacesaver versatility

Tall doors (oak 450, 12'-0" x 13'-2") or Short doors (hemlock 350, 9'-2" x 5'-0")

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")
<table>
<thead>
<tr>
<th>Product Model</th>
<th>350</th>
<th>450</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Size</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximum Height of Door</td>
<td>10'-1&quot;</td>
<td>14'-1&quot;</td>
</tr>
<tr>
<td>Maximum Width of Door</td>
<td>30'-1-1/2&quot;</td>
<td>50'-4&quot;</td>
</tr>
<tr>
<td>Maximum Width, Pair of Doors</td>
<td>60'-3&quot;</td>
<td>100'-8&quot;</td>
</tr>
<tr>
<td><strong>Construction</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual Panel Width</td>
<td>3-1/2&quot;</td>
<td>5-1/2&quot;</td>
</tr>
<tr>
<td>Panel Thickness</td>
<td>3/8&quot;</td>
<td>7/16&quot;</td>
</tr>
<tr>
<td>Track</td>
<td>anodized extruded aluminum curved track available minimum radius 18&quot;</td>
<td>anodized extruded aluminum curved track available minimum radius 24&quot;</td>
</tr>
<tr>
<td>Track Carriers</td>
<td>2-wheel trucks</td>
<td>2-wheel trucks, steel-race ball bearings with nylon tires</td>
</tr>
<tr>
<td>Lead Carrier</td>
<td>nylon wheels and axles</td>
<td>dual trucks</td>
</tr>
<tr>
<td>Carrier Wheel Diameter</td>
<td>dual trucks</td>
<td>3/4&quot;</td>
</tr>
<tr>
<td>Wood Species or Color</td>
<td>west coast hemlock, philippine mahogany, walnut</td>
<td>stain, colonial white, rough-sawn hemlock (natural finish and four standard stains), birch veneer, oak veneer, walnut veneer, teak veneer</td>
</tr>
<tr>
<td>Wood Finish</td>
<td>a. clear lacquer, b. sealed and sanded, c. unfinished, d. custom</td>
<td>wood-optional</td>
</tr>
<tr>
<td>Hinge</td>
<td>extruded virgin vinyl in eight colors: ivory, tan, mahogany, walnut, green, white, gray, black</td>
<td>wood-optional</td>
</tr>
<tr>
<td>Jamb Moulding</td>
<td>wood-optional</td>
<td>wood-optional</td>
</tr>
<tr>
<td>Standard Latches</td>
<td>no. 33 positive latch or no. 38 magnetic latch of extruded aluminum anodized to dull brass or dull chrome finish</td>
<td>privacy lock, key lock, master-keyed assembly (to building system with cylinder by others), adapter for pairs</td>
</tr>
<tr>
<td>Optional Latches</td>
<td></td>
<td>a. panels surfaced with high pressure laminates, pattern as specified, or b. wood panels with flame resistant finish</td>
</tr>
<tr>
<td>Installation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stack Size Per Foot of Opening Width</td>
<td>1-1/2&quot; plus 2-1/4&quot; for lead post</td>
<td>1-1/4&quot; plus 3&quot; for lead post</td>
</tr>
<tr>
<td>Door Weight, Lbs/Sq Ft-In Place Shipping</td>
<td>1.2</td>
<td>1.5</td>
</tr>
<tr>
<td>Also Available</td>
<td>1.25</td>
<td>1.75</td>
</tr>
</tbody>
</table>
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.

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.
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 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).

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).
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)

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

Master-Key Locks 073070
Technical Data 091070
Specification Sheet 0792570
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

How to order

1. Specify inside dimensions (finished wall to finished wall; top of track to finished floor or carpet).
2. Indicate whether door is to be:
   - left hand stack
   - right hand stack
   - single
   - pair
   - floating
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.)
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.

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

CC code acceptability, certification

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.

If you're a design professional, you have very specific insurance needs. That's where we have an edge. For the last 18 years, we have been the Northwest's major writer of professional liability insurance coverage for architects and engineers.

Because we are recognized as specialists in your field, we are quicker to recognize your needs. We have the experience and staff it takes to size up your firm's individual insurance needs and match them with a carrier that can deliver the right coverage.

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.