

2009 DESIGN FIRM LEADERSHIP CONFERENCE @ HARVARD GSD

SPONSORED BY: Autodesk, EFGC, Design Futures Council/Greenway, Ames & Gough, BST, CareerSmith

Wednesday, September 23, 2009

- 12:00 PM **Conference Registration Opens**
(Harvard GSD, 48 Quincy Street, Cambridge, MA)
- 1:00–5:00 **Leading the Design Firm during Recession and Positioning for Rebound**
(Stubbins Room, Harvard GSD)
Design firms are facing one of the most challenging economic and market environments for their services in decades. Many firms are re-thinking their management processes and marketing strategies, This half-day seminar provides thought-provoking presentations and discussions on the current economy, techniques for coalescing the new market conditions, developing new service offerings; finding new niche markets; creative marketing strategies and tactics, planning and implementing staff reductions; forecasting and managing cash flow and receivables; and leadership of the design firm during uncertain financial times.
- 1:00-1:10 **Introductions, Agenda, Overview**
Richard W. Jennings, FAIA, Harvard GSD
- 1:10-2:00 **The Current Economy and Outlook**
Kermit Baker, Hon AIA, Chief Economist, American Institute of Architects
- 2:00-3:00 **Leading the Design Firm during Recession –Experienced Practitioners Perspectives**
Scott Simpson, FAIA, Senior Director, Kling Stubbins Architects
Guy Geier, FAIA, Senior Partner, FXFOWLE
- 3:00-3:30 Break *(Room 110)*
- 3:30-5:15 **Marketing, Management and Leadership in a Tough Economy**
Dr. Richard W. Jennings, FAIA, Harvard GSD.
- 5:15–6:00 *Break*
- 6:00–7:15 **Roundtable Panel**
(Piper Auditorium, Harvard GSD)
Design Education during Transformational Times: Professional Practice, Executive Education, and Applied Research

Mohsen Mostafavi, Dean, Harvard GSD
Robert AM Stern, Dean, Yale School of Architecture & Principal, RAMSA
Spiro Pollalis, Professor, Harvard GSD
Leland Cott, Professor of Harvard GSD and Principal, Bruner/Cott
Peter Morrison, CEO, RMJM
- 7:15 pm Public Reception and Dinner (Gund Hall Lobby)
- 8:00 pm Private Reception and Dinner
(Portico Rooms, Gund Hall, Harvard GSD)

Thursday, September 24th

(Radcliffe Gymnasium Conference Center, Radcliffe Yard, 10 Garden Street)

Theme: **Creativity, Growth, and Innovation During in a Changing Economy**

9:00–9:30 Registration and Breakfast Pastries and Coffee

9:30–10:10 **7th Annual Design Firm Benchmarking Survey and M&A Update**

Paul Zofnass, President, EFCG

Brian Kenet, Consulting Principal, EFCG

Provides up-to-the-moment benchmarking data on how design firms are managing themselves during this recession and the financial and strategic implications.

10:15–11:00 **Envisioning the Future of the Design Professions**

Jim Cramer, President, Design Futures Council and Chairman, Greenway Group

This session will explore contrasting business models and project delivery models of successful firms of at all sizes: small, medium and large and will outline contrasting scenarios for how the design practices may evolve in coming years. The contextual trends in technology, finance, operations, marketing, and professional services will bring about significant shifts in firms' strategic planning. This session will also offer understandings on foresight techniques as firms re-think their own strategic models.

11:10–12:00 **Status Update on International Real Estate Development Markets**

Menno Maas, CEO, ING Real Estate International

With a total portfolio worth more than 100 billion Euros, ING Real Estate invests in, finances and develops real estate in all major global markets and ranks among the leading global real estate companies, serving a broad client base from offices in Europe, North America, Australia and Asia.

12:10–1:30 *Lunch*

1:30–2:20 **Beating the Devil's Advocate: Building a Winning Innovation Team**

Tom Kelley, IDEO

Tom Kelley, General Manager of IDEO, a 500-person design and innovation firm, will talk about how to build and reinforce your innovation team even in tough times. Drawing on IDEO's experiences from thousands of innovation programs, Tom will highlight the leadership roles and work practices that overcome obstacles and create innovation success.

2:30–3:20 **The Crisis Paradox—How Intelligent Branding Can Help Professional Service Firms Seize Opportunities in a Downturn**

Andrea Sullivan, Interbrand

Interbrand is the leading brand consultancy and authors the annual ranking of "The Best Global Brands," published by BusinessWeek.

3:30–4:00 **Synopsis of Completed and Ongoing Research of RMJM Program in Integrated Design**

Andreas Georgoulis, Lecturer, Harvard GSD

Topics include case studies on integrated project delivery in the US; the relevance of the integrated design process in green building, recommendations for integrated design studios in the academy, analysis of creativity, integration and inter-organizational research in large firms; analysis of economic performance of UK design firms; analysis of the up-coming business model transition from service to product, with a focus on US, UK and Japan prefabricated housing.

- 4:10–5:10 **Roundtable Panel with Firm CEOs and Audience**, Moderated by Prof. Spiro Pollalis
- 5:15–6:00 Reception at Radcliffe
- 6:15–7:30 **Frank Gehry & Joe Brown**
(Piper Auditorium, Harvard GSD)
- A dialogue between the Pritzker Prize Winner and the CEO of AECOM Design & Planning about their current design challenges and their observations about the evolving state of professional practice.
- 7:30 *Reception at the GSD*

Friday, September 25, 2009

(Radcliffe Gymnasium Conference Center, Radcliffe Yard, 10 Garden Street)

Theme: Integrated Project Delivery

- 8:30-9:00 Breakfast Pastries and Coffee
- 9:00-9:15 **Introductions, Agenda, Overview**
Richard Jennings, GSD
- 9:15-9:45 **Autodesk AEC Headquarters Project: An Owners Perspective**
Jay Bhatt, SVP Architecture, Engineering and Construction Solutions, Autodesk, Inc.
- 9:45-11:00 **Autodesk AEC Headquarters Integrated Project Delivery Case Study & Panel Discussion**
Scott Simpson, **Chris Leary**, Kling Stubbins; **John Tocci**, The Tocci Companies; **Trey Klein**, Autodesk, Inc., and moderator, **Richard Jennings**, GSD
- Panel discussion follows presentations of the Autodesk AEC project by Scott Simpson and John Tocci
- 11:00-11:15 Break
- 11:15-11:45 **Insurance and Risk Management in Integrated Project Delivery**
Robert Staed, Partner, Ames & Gough, Insurance Brokerage & Risk Management Consultants
- 11:45-12:15 **Sustainability Opportunities in Integrated Project Delivery**
Bill Valentine, Chairman, HOK
- 12:15-12:30 Break
- 12:30-1:00 **Contractual Considerations of the Integrated Project Delivery Approach**
Chris Noble, Partner, Noble & Wickersham, Attorneys

2009 Design Firm Leadership Conference

<i>Attendee Name</i>	<i>Company Name</i>	<i>Title</i>
Ach, J. Wickliffe	Hixson	Chief Executive Officer
Baker, Kermit	AIA	Chief Economist
Bers, Gerson	Alana Buick & Bers	Principal
Bhatt, Jay	Autodesk	Vice President
Bolliger, Tony	CareerSmith	COO
Bond, Edward	Bond Brothers	Chief Executive Officer
Bowen, Sidney R.	Shepley Bulfinch Richardson & Abbott	Managing Principal
Brandt, Jordan	Horizontal, LLC	Partner
Brown, Joe	AECOM Design + Planning	President & CEO
Cetra, John	Cetra/Ruddy Incorporated	Principal
Collins, Randolph	CS Arch	Principal
Cott, Leland	Harvard Graduate School of Design	Professor
Cramer, James	Greenway Group	President
Davenport, Griff	DLR Group	Managing Principal
DeGarmo, Todd C.	Studios Architecture	Chief Executive Officer
Donaldson, Ross	Woods Bagot	Group Managing Director
Dubbedam, Winka	Archi-Tectonics	Principal
Fiskum, Stephen	Hammel, Green & Abrahamson (HGA)	Chief Operating Officer
Fleischer, Joe	Polshak Partnership Architects	Partner
Furr, Brian	BST Global	Account Executive
Gehry, Frank	Gehry Partners	Principal
Geier, Guy	FXFOWLE Architects	Senior Partner
Georgoulas, Andreas	Harvard Graduate School of Design	Lecturer
Gerfen, Thomas B.	RMW Architecture & Interiors	Chief Executive Officer
Gratzel, Paul	Cetra/Ruddy Incorporated	Chief Operating Officer
Habel, Michael J	BHDP Architecture	Chief Executive Officer
Hakkarainen, Susan	Lutron Electronics	Vice President
Harmsen, Brad	BRPH Companies	President
Hartley, Mark	BST Global	Vice President- National Accounts
Hoiland, Trevor	360 Architecture	Principal
Hudson, Chris A.	Morris Architects	Chief Executive Officer
Jennings, Richard	Harvard Graduate School of Design	Lecturer
Kelley, Thomas	IDEO	General Manager
Kenet, Brian	EFCG	Consulting Principal
Klein, Trey	Autodesk	Vice President
Leary, Chris	KlingStubbins	Principal

*Hosted by EFCG: www.efcg.com; the Greenway Group: www.greenway.us and
Harvard Graduate School of Design: www.gsd.harvard.edu*

<i>Attendee Name</i>	<i>Company Name</i>	<i>Title</i>
Lehman-Smith, Debra	Lehman-Smith + McLeish	Partner
Lerner, Jill N.	Kohn Pedersen Fox Architects	Principal
Levi, Thomas C.	Levi + Wong Design Associates	Principal
Logan, Jeff	Anshen + Allen Architects	Director of Design
Lorenz, Michael	KlingStubbins	National Managing Principal
Love, Tim	Utile	Principal
Maas, Menno	ING Real Estate International	Chief Executive Officer
Manfredi, Dominic	AEDAS Architects	Director
Marnier, Laurence	Marnier Architects	Partner
Marshall, Richard	Woods Bagot	Director
McDuffie, Thomas	Jacobs Engineering Group	Group Vice President
McLeish, James B.	Lehman-Smith + McLeish	Partner
Miller, David A.	Architects Hawaii	Chief Executive Officer
Morrison, Peter	RMJM	Chief Executive Officer
Mostafavi, Mohsen	Harvard Graduate School of Design	Dean
Mulvey, Christopher	Moshe Safdie & Associates	Principal
Murphy, Jeffrey	Murphy Burnham & Buttrick Architects	Partner
Noble, Dan	HKS	Director of Design
Noble, Chris	Noble & Wickersham	Partner
Odegard, David	Affiliated Engineers	Managing Principal
Oglevee, Scott	Autodesk	Director AEC Devt
Pearsall, Bryce D.	DLR Group	Managing Principal
Pedler, James C.	SlaterPaull Architects	Principal
Peterson, Randal L.	HMC Architects	President & CEO
Pollalis, Spiro	Harvard Graduate School of Design	Professor
Rocha, Lawrence	Wimberly Allison Tong & Goo (WATG)	Chairman
Rogers, Michael	Machado & Silveti Associates	Director of Finance & Administration
Rossant, Tomas	Polshak Partnership Architects	Partner
Santos, Mark N.	Timothy Haahs & Associates	Vice President
Seyle, Michael R.	Wimberly Allison Tong & Goo (WATG)	President & CEO
Simpson, Scott	KlingStubbins	Senior Director
Smith, Stanis	Stantec	President, Architecture
Staed, Robert	Ames & Gough	Partner
Stern, Robert AM	Yale School of Architecture	Dean
Sullivan, Andrea	Interbrand	Executive Director
Swanson, Roger	Anshen + Allen Architects	Chairman & CEO
Tang, Lu	Tang & Haag Group Architecture	President

<i>Attendee Name</i>	<i>Company Name</i>	<i>Title</i>
Tocci, John L.	Tocci Building Companies	Chief Executive Officer
Valentine, Bill	HOK (Hellmuth, Obata + Kassabaum)	Chairman
Viterbo, Bruno	Champalimaud – Interior Architecture and Design	Managing Director
Vlattas, Nick	Hanbury Evans Wright Vlattas & Company	Chief Operating Officer
Waggoner, Tom	360 Architecture	Senior Principal
Wong, Willie W.	Levi + Wong Design Associates	Principal
Wood, Bruce	Kallmann McKinnell & Wood Architects	Principal
Wright, James M.	PageSoutherlandPage	Principal
Wright, Jane	Hanbury Evans Wright Vlattas & Company	President