

MARKETER



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VOLUME 36, ISSUE 1, FEBRUARY 2017

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REFLECTIONS ON FINISHING WELL

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State Employees' Credit Union (SECU) Tower,
Raleigh, NC. O'Brien/Atkins Architects. ©Jerry Blow
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CREATING VALUE *in the* NEW ECONOMY

By Nancy Egan, FSMPS,
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During the 2016 election cycle, there was a great deal of talk about the economy—missing jobs, unfair trade agreements, income inequality—and what to do about these very valid concerns. What seemed to be missing from the debate was a discussion of the economic reality that most of us experience every day. We are living at the threshold of a new economic order defined by platforms, networks, and connectivity made possible by rapidly evolving technologies and our sometimes uneasy embrace of them.

While politicians may not have to come up with an actionable response to this economic disruption, we do. If we want to be valuable contributors in this new economy, as individuals and as organizations, A/E/C professionals need to understand the changes and leverage them to our advantage.

There are a number of thoughtful observers writing about these changes and the opportunities they present. In Joshua Cooper Ramo's authoritative book, *The Seventh Sense: Power, Fortune, and Survival in the Age of Networks*¹, the central reality of our new world is connectivity. Digital technology makes it possible to link nearly everything—people,



A circular presentation theater enables Mercy teams to demonstrate the impact of their virtual care services to current and potential partners. Image courtesy of Forum Studio.

Reinventing the Billboard

Tom Wiscombe Architecture's (TWA) winning proposal for the City of West Hollywood's "The Sunset Strip Spectacular Pilot Creative Off-Site Advertising Sign" RFP reinvents the billboard typology for connectivity: digital, cultural, and civic. The RFP asked teams to "design a technologically advanced, engaging, one-of-a-kind billboard structure" and offer "a 21st-century vision with contemporary digital and interactive technologies, media, and multi-dimensional graphic design."

TWA's response, developed in partnership with Orange Barrel Media and Los Angeles' Museum of Contemporary Art (MoCA), flips the typical horizontal form on its short side, covers the two surfaces with digital images, and opens them up to create a public gathering space. The billboard can display commercial content, as well as multimedia art or promotional events via a live feed. The outer shell is a mix of high-resolution LED technology, video projections, and theatrical lighting integrated into a custom metal skin.

As featured in *The Architect's Newspaper*, Wiscombe commented, "We are also committed to making it into a kind of digital testing ground for artists, which will be curated by our partner MoCA. They will essentially be able to take it over for periods of time. I think that fusing together the worlds of art and commerce will give the project life, and force us out of our habitual modes of consuming media."

Shaping the Future of Healthcare Delivery

Mercy Virtual had been practicing telemedicine for nearly a decade before it began a collaboration with Forum Studio to give form to a new paradigm for healthcare. Challenging all existing notions of conventional medical facilities, the team collectively re-imagined the ideal environment for delivering patient care while establishing a new workplace standard that invites everyone to play an ongoing role in innovation.

The 185-year-old Catholic health system has gone all-in on virtual care, not only as a logical progression of its mission, but also as an opportunity to dramatically improve clinical outcomes and overall efficiency within the U.S. healthcare system. The 125,000-square-foot building simultaneously operates as a high-tech medical center, an innovation think tank, a conference center, a sales showroom, and a high-performance office building.

Mercy's vision for virtual care extends far beyond the boundaries of its four-state market area—the building is designed to attract potential collaborators, including other healthcare systems, product manufacturers, and technology firms that will partner with Mercy in advancing its vision. Forum Studio's David Hirschbuehler said, "The Virtual Care Center not only supports Mercy's current patient network, but by sharing its story with other like-minded innovators, it is building a virtual network of virtual care centers that will

computers, other machines, and more—to an almost incomprehensible degree. Ramo's thesis is that, to understand this disruption, we need the ability to discern how things connect to other things in nodes and networks, "to look at any object and see the way in which it is changed by connection."¹

Encouragingly, there are A/E/C firms working in all disciplines and across many market sectors that are helping their clients and communities take advantage of changing demands and expectations with a wide range of solutions and advice. On projects large and small, they are deploying design and technology to improve connectivity, support existing networks, and plan for future disruption.



Workspaces with separate entrances and roll-up doors opening to patios allow digitally connected residents at Level One in Costa Mesa to work from home comfortably. Image courtesy of Withee Malcolm Architects.

work together to improve the quality and efficiency of care far beyond the limits of physical location.”

Changing the User Experience of the Workplace

If, as many sources predict, half the workforce will be freelance by 2020, both the definition and form of workplaces will continue to transform rapidly. HOK, in partnership with CoreNet Global’s United Kingdom chapter, recently published, *Coworking: A Corporate Real Estate Perspective*, building on a discussion of the coworking or shared workspace concept, a membership-based environment where the self-employed or workers from different employers share a common workspace. The report explores the evolution of workplaces from corporate offices, to telecommuting, to coffee shops and public spaces, to the latest iteration in coworking offices.

HOK’s Director of WorkPlace Kay Sargent expounded on the central ideas of the report and expanded the discussion to talk about the importance of user experience. “People are increasingly comfortable in, even seeking, a variety of work settings, and they have high expectations about the quality of those spaces—everything from a hospitality-like environment with a concierge, to the latest technologies and support, to the kind of work community they want to share.”

The report clearly describes the central role of technological innovation in enabling the work-anywhere movement including “cell phones, laptop computers and tablets, cloud-base applications and file storage, reliable internet access, data-encryption and other security tools, social software and sharing platform, web-conference and screen-sharing tools, and more.” Sargent predicts even more radical evolution. “In the not-too-distant future, connectivity will be embedded and omnipresent. With everything in the cloud and connected, we won’t be lugging our laptops with us. The world will be our canvas.”

Rethinking Residential Design for an Uberized Economy

Withee Malcolm Architects (WMA) has a significant portfolio of multifamily residential developments—market-rate townhomes and apartments, and affordable family, senior, and intergenerational communities—whose designs are evolving as residents take increasing advantage of new network platforms. Whether it’s Uber, Blue Apron, or Airbnb, buyers of such services are using—or in some cases not using—their residences differently, with long-term implications.

“Over the last several years, we have designed a number of hybrid townhomes with designated live/work space for

entrepreneurs and others who need a true workspace with a separate entry at home,” observed WMA Partner Dirk Thelen. “Next, it may be reconfiguring a foyer to provide both privacy and security for residents hosting Airbnb guests.”

Project Manager Mauricio Munoz adds, “We are thinking about what happens when fewer parking spaces will be required because not everyone needs a car, and what kind of kitchens and pantry storage do we design if residents are using UberEATS or other delivery services most nights. How will our developer clients reallocate assets and how will we reallocate spaces?”

The firm is also designing for other technological advancements, including energy-efficient design for net-zero apartments, wireless connectivity for individual homes and community spaces, and increasingly connected appliance and environmental controls. Like Sargent, Thelen sees the future coming fast and looks forward to the day when he can watch the news on the bathroom mirror while shaving.

Preparing for the Driverless Future

Jim Barbaresso, intelligent transportation systems practice leader at HNTB Corporation, sees the future, and it’s driverless. He and his colleagues are working with their clients in government

In West Hollywood, a digitized “Bellow” reinvents the billboard and invites visitor interaction on the famed Sunset Strip. Image courtesy of Tom Wiscombe Architecture.



agencies, transit departments, and other institutions to prepare for the arrival of automated vehicles.

He shared his vision of the coming driverless world in a 2015 TEDx Talk, “Driverless Cars and Connected Infrastructure: The Future?” Beginning with a focus on safety—more than 37,000 people die in road crashes each year in the United States—he explained how disruptive transportation technologies, like intelligent transportation systems, may eliminate risk and save lives. Beyond safety, he showed that the impact of these new technologies is more far-reaching.

Barbaresso and HNTB Strategic Advisory Services Manager Adam Sheets give us a peek below at those changes in the conclusion to their article, “Don’t Wait to Take Steps for Automated Vehicles.”

“As we move into a shared economy, automation promises greater opportunity for vehicle sharing. Before you know it, cars, trucks, and buses will operate 24/7/365; cities won’t need as much space for parking. As a result, we can reshape our cities, making them safer, more livable, and smarter. Evolving connected and autonomous vehicles also will make travel on streets and corridors more reliable, predictable, faster, and safer.”

Designing the Smart City of the Future

In support of Dubai’s commitment to a smart-city initiative, 5+design, working with Dubai Holdings and a team of engineering and transportation experts, is taking an urban planning approach to designing an environment that focuses on smart infrastructure, sustainability, the collective wellness, and social inclusion. The first step in the initiative is the 4.3 million square meter master plan district, Jumeirah Central, located in the center of Dubai. Here, technology, energy, multi-modal transit, smart buildings, and public space will work in unison to address some of the district’s most critical challenges as it becomes the new urban core.

5+design Partner Tim Magill describes the firm’s approach, “Our goal was to provide a fully functioning environment today and well into the future, so the master plan has a high level of built-in fluidity and adaptability. A smart grid designed to be developed over time serves as the district’s ‘brain,’ optimizing power usage and adjusting utilities during peak hours. Further, smart technologies support city systems to monitor energy efficiency and air quality levels.”

The master plan anticipates the embrace of new forms of technology such as the autonomous vehicle. Using Smart AP hailing and tracking, the district will

implement the first all-electric driverless shuttle system that will connect to Jumeirah Beach and the surrounding neighborhoods.

Disruption Creates Opportunity

The firms and projects discussed here are but a handful of the inventive examples happening everywhere in our professions. It’s not so much that A/E/C professionals like change, but rather that many of them are trained problem seekers, always looking for better ways to understand what’s needed in the face of disruption. They recognize the importance of collaboration and connection. No contemporary structure gets built by a single individual. It takes a team (and technology) to build a world for the future.

In his blog post, “The computer, the network and the economy,” Seth Godin sums it up: **“But the connection economy creates value.** Not for everyone, not all the time, but it gets adopted because it works ... *people and organizations working together are more productive than those working alone.*” ■

¹Joshua Cooper Ramo, *The Seventh Sense: Power, Fortune, and Survival in the Age of Networks*, New York, Little, Brown and Company, 2016

²Seth Godin, “The computer, the network and the economy,” http://sethgodin.typepad.com/seths_blog/2016/07/the-computer-the-network-and-the-economy.html



#newconnectivity

By Marjanne Pearson, Talentstar, Inc., and Nancy Egan, FSMPS, New Voodoo

The Merchandise Mart - Milliken Carpet, Chicago, IL.
©Jerry Blow Architectural Photography, jerryblowphotos.com.

In a world of heightened connectivity, culture and technology are powerful weapons, enabling dramatic changes in our personal and business environments, as well as creating opportunities for significant competitive advantage.

The network economy is built on platforms of profound connections, with the most successful incorporating global opportunities, consistent product offerings, and distributed decision-making by high-performance teams. This connected business system is a big part of what makes brands valuable.

To be successful, each business needs a unique value proposition that is difficult for competitors to replicate:

1. Personalized experiences that engender customer loyalty
2. Enriched products and services that deliver new value for customers
3. Operational excellence, though it appears to be a third choice, is increasingly just the minimum requirement for doing business

The best strategy for a company will depend on its existing capabilities and the way it wants to compete.¹

However, the business landscape has changed. Agile organizations adjust to changing circumstances by creating new opportunities (products, capabilities, markets) while eliminating old ones. According to author Seth Godin, “Software can create connection, and connection is the engine of our future economy.”² The command-and-control

method of management has shifted to collaborative work management (CWM), placing easy-to-use tools in the hands of the people who use the information, and processes enabled by connected communication platforms for streamlined knowledge transfer.

Preparing for What’s Next

The core elements of our business agenda continue to be:

- Markets
- Strategy
- Process
- Organization (structure and resources)

Our connected business systems need leaders who can cut through complexity, focusing on clarity and communication. Collaborative work relies on social capital—real relationships within the networks. Transformation relies on a willingness to change, combined with a connection to other team members, clear purpose, and shared values. When all of these are combined, it is much more likely that we will say “yes” to the people with whom we are connected and the new ideas that emerge from our work together.

1. Adopt a social business mindset.

Create business platforms and ecosystems that allow more people to participate.³

2. Think like a concierge. Create curated experiences. User experience (UX) makes a difference, especially if combined with storytelling.

3. Recognize that businesses and services must change in order to last.

We don’t need to know all the answers. We need to be better prepared to provide the solutions that people need.

4. Become a “digital first” organization.

Digital interactivity, mobility, analytics, cloud, and security will “enable our own evolution as a company and the capabilities we’re going to bring to the market.”⁴

5. Be prepared to navigate. “There will be new technologies that shape, even transform, the business landscape, so we will need to execute multiple strategies—or pathways—in order to make sure we get to where we want to go.”⁵

6. Build social capital as well as expertise.

Leadership is key—shaping the vision and guiding the strategy “to make big, bold changes that allow them [businesses] to own the disruptions taking place in their markets.”⁶ ■

¹“How to Develop a Great Digital Strategy,” MIT Sloan Management Review, November 8, 2016. <http://bit.ly/mit-digital-strategy-2016>

²“Hardware is sexy, but it’s software that matters,” Seth Godin, October 23, 2016. <http://bit.ly/godin-2016-1023>

³“Saving Globalization and Technology from Themselves,” bcg.perspectives.com, July 26, 2016. <http://bit.ly/bcg-platforms-2016>

^{4,5}“Conversation with the CEO” [Accenture CEO Pierre Nanterme]: Leading in an Unpredictable World,” MIT Sloan Management Review, Fall 2016, Vol 58 No 1 (paywall). <http://bit.ly/mit-ceo-nanterme-2016>

⁶“The big question: What does effective transformation leadership look like?” Deloitte.com, 2016. <http://bit.ly/deloitte-transformation-2016>

Read more at talentstar.com/sound-advice.



LEXICON FOR A NEW ECONOMY

By Nancy Egan, FSMPS, New Voodoo, and
Marjanne Pearson, Talentstar, Inc.

The **connection economy** rewards value created by building technology-enabled relationships and fostering connections between people, machines, and organizations, rather than assets and “stuff,” like the industrial economy.

The **gig economy** refers to workers who operate as independent contractors, often through apps or platform-matching services.

The **sharing economy** (also known as **shareconomy** or **collaborative consumption**) is a hybrid market model (in between owning and gift-giving) which refers to peer-to-peer-based sharing of access to goods and services coordinated through community-based online services.

Collaborative work management (CWM) tools enable teams to work together on a virtual basis. A recent Forrester Wave™ report identified 13 significant ones: Asana, Atlassian, Clarizen, Huddle, LeanKit, LiquidPlanner, Microsoft, Planview, Redbooth, ServiceNow, Smartsheet, Workfront, and Wrike.

Internet of things (IoT) is the internetworking of physical devices, vehicles (also referred to as connected devices and smart devices), buildings and other items—embedded with electronics, software, sensors, actuators, and network connectivity that enable these objects to collect and exchange data.

Knowledge architecture is identification, organization, and access to information and processes (knowledge assets in digital or paper form) that are necessary for execution of business strategy. Today, it also includes business intelligence (BI) and other analytics.

Platform-thinking is an approach to problem-solving, in addition to the “stuff” approach (e.g., building or creating more stuff) and the “optimization” approach (e.g., using algorithms to match the right stuff to consumer demand/desire). This approach uncovers new sources of supply, thus optimizing but also redefining the inventory to be optimized. (<https://www.wired.com/insights/2014/01/platform-thinking-approach-innovation>)

Uberization is a term derived from the company name Uber. The term refers to a means of changing the market for a service by introducing a different way of buying or using it with close-to-zero transaction cost—especially for peer-to-peer transactions—enabled by mobile technology. ■

Today's economy is complex and built on technology more than ever before. Below are some terms to help sort through the variety of factors at play.

A **platform economy**, based on digital technology, is emerging. Digital platforms are provoking reorganization of a wide variety of markets, work arrangements, and ultimately value creation and capture. They are diverse in function and structure, based on a digital-first approach to business.

- Google and Facebook are digital platforms that offer search and social media, but they also provide an infrastructure on which other platforms are built.
- Amazon is a marketplace, as are Etsy and eBay.
- Amazon Web Services provides infrastructure and tools with which others can build more platforms.
- Airbnb and Uber use newly available cloud tools to force deep changes in a variety of incumbent businesses.
- In the A/E/C industries, global firms have developed a platform model of practice enabling seamless collaboration among a targeted number of regional resource centers and a wide range of firm-wide expertise, from business development to technical execution.

The **network economy** is the emerging economic order within the information society. The name stems from a key attribute—products and services are created and value is added through social networks operating on large or global scales.

Duke Primary Care Waverly Place, Cary, NC. Cline Design Architects.
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The 5 Cs of A/E/C Marketing Strategy



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The Forgotten Audience: Crafting Your Brand Platform To Attract and Keep Talent



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Creating Value in the New Economy



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What Your Clients Want You To Know About Your Next Shortlist Presentation



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Letter From Turin VII: Reflections on Finishing Well



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Get Agile



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Transitioning From Manager to Leader: Traits That Get Results



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A Triathlete's Guide to Market Perseverance



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SMPS Member Spotlight



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Environment Hall, Nicholas School of the Environment, Duke University, Durham, NC. Payette Architects. ©Jerry Blow Architectural Photography, jerryblowphotos.com.



Featured Photographer

JERRY BLOW realized that he wanted to change careers when he finished photography studies at the Smithsonian Institution and at Harvard's Graduate School of Design. Instead of continuing to be an engineering manager at the Department of Defense, he decided to pursue a photography career—specifically the photography of design, engineering, and construction. Decades later, he still has the strong desire to work with architects, engineers, and commercial construction clients nationwide, and to promote A/E/C firms in a collaborative and affordable way. Being a longtime member of SMPS North Carolina and of the Association of Independent Architectural Photographers has given him opportunities to serve the A/E/C communities. He can be at 919.834.3836 or jerry@jerryblowphotos.com. View his work or also reach him at jerryblowphotos.com.

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