

ARCH 8841/4841 – AEC MARKETING & BUSINESS DEVELOPMENT
BC 4640A – CONSTRUCTION MARKETING

Instructor: Richard K. Rodgers, PT Associate Professor (r.k.rodgers@comcast.net)
Spring Semester 2011 – T-TR – 4:35-5:55 PM – 3.0 hours credit

Course Objective: To create familiarity with the “Total Marketing Strategy” for AEC Business Development, using a new process model based on Dr. Philip Kotler’s original description of the business enterprise expressed in terms of seven (7) marketing management functions.

Course Relationship to Instructor’s Professional Activities: An original “Marketing Disciple”, Mr. Rodgers is an experienced management and marketing consultant with more than 50 years of diverse experience serving clients globally, including (since 1960) The Coca-Cola Company. Over the last 20 years he has developed a completely new and strategic approach to business development for all professional services, most currently presented in his new **DIRECTIONS2 – Strategic Management & Marketing For A/E/C Services** (October 15, 2010), which supports both **Leading the AEC Firm** and this course.

Course Operation: After the first lecture, Mr. Rodgers will open each class with commentary on successive chapters of **DIRECTIONS2**, and then introduce one of the more than 25 Guest Speaker CEOs or Managing Principals from leading Architecture, Engineering and Construction firms participating in the course. Speakers use a Socratic Question template from Mr. Rodgers to organize their presentations against course objectives in describing their core business strategies and “how they go to market”.

Semester Projects: There will be three (3). #1 is a personal 18-20 page original paper combining a book report on Peter F. Drucker’s **Managing For Results** with a description of the student’s 15 selected “Druckerisms” (five each from the three sections of the book) for use in constructing his or her personal business leadership philosophy. #2 can be a solo, pair, or three-person team **Business Intelligence study** of a selected market sector. #3 will be an Honor Pledge that the student will read **DIRECTIONS2** cover to cover, rereading certain chapters especially pertinent to this course.

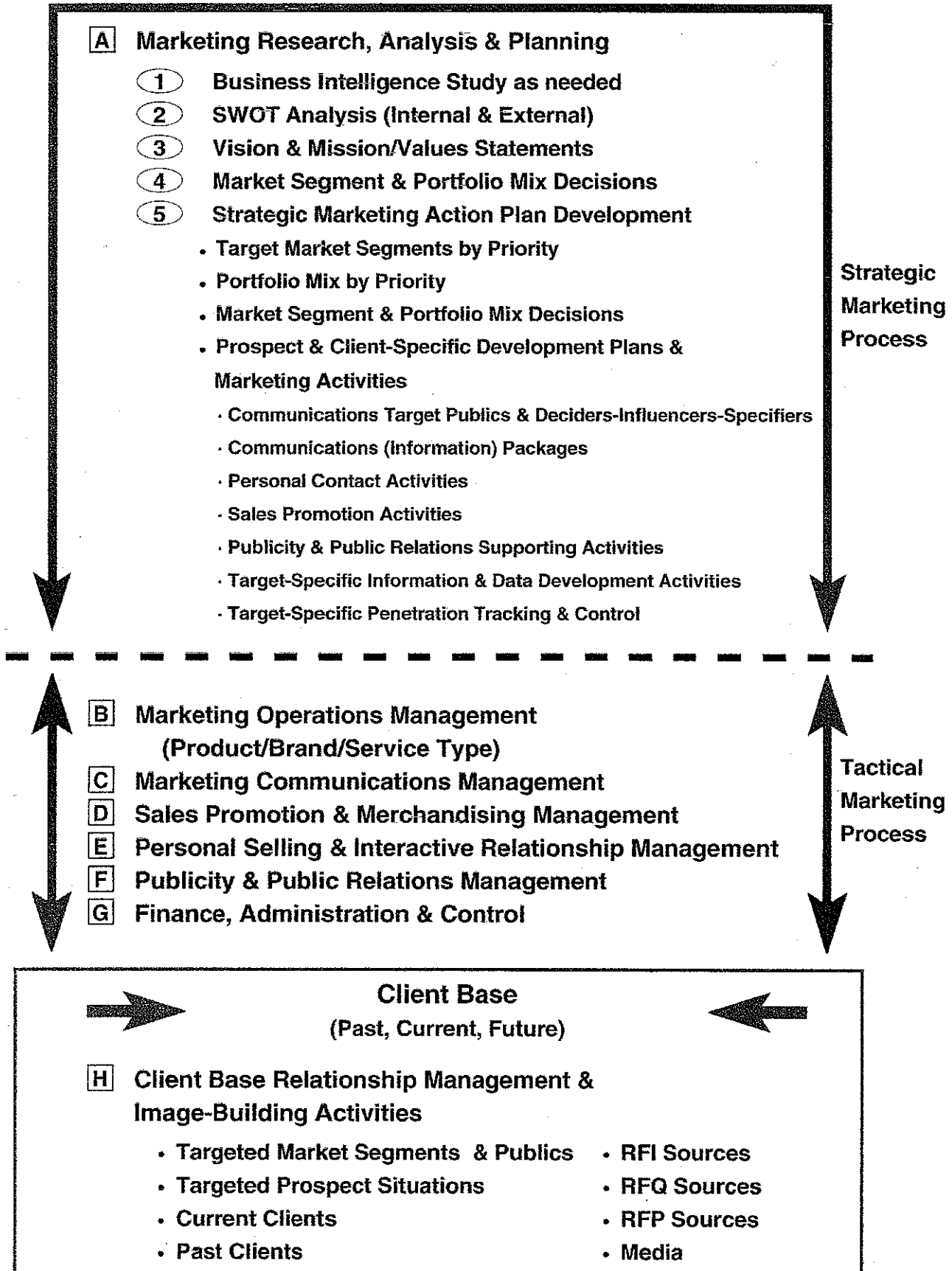
For those students on a tight budget, **Holder Construction Company** has contributed two (2) copies and Mr. Rodgers one (1) of **DIRECTIONS2** to the COA Library, which will be On Reserve (in Library use only).

Grading: Due to the informational nature of the course content, grading cannot be quantitative in the traditional Georgia Tech manner. Project #1 (Drucker) will be 35% of grading points; #2 (BI study) will be 50%, #3 will be class participation and attendance 15%. Missing more than five (5) classes without a written medical excuse will result in possible lowering of final grade, depending on the caliber of written work submitted.

Attendance Policy: Due to the importance of Guest Speaker presentations in course content and information dissemination, good attendance is vital. To that end, a class roster will be circulated each session, and it is the student’s personal responsibility to find and sign the roster should he or she arrive late or leave early. The roster will be circulated midway through the class period.

Instructor Contact & Coaching: Mr. Rodgers does not office on campus, but will make be available upon request before 3:05 and after 5:55 PM in the Atrium for individual conferences. He also is available 7:00-10:00 PM by telephone (404-257-0217 with Voice Mail) or by email at r.k.rodgers@comcast.net.

AEC Business Development Process



ARCH 4841-8841 – AEC Marketing & Business Development
BC 4640 – Construction Marketing

(Spring 2011 – 4:35-5:55 PM – Room 207 East Architecture)

1. TU Jan 11 – INTRODUCTION TO AEC BUSINESS DEVELOPMENT

INSTRUCTOR - AEC Business Development Process and role of “Marketing” within it today, drawing on Chapters 1-2-3 in **DIRECTIONS2**, including basic seven major marketing modes where AEC is positioned (Consultative & Performances Services), and the AEC Business Development Process and schematic utilizing “total marketing” – strategic and tactical marketing integrated and working together.

2. TH Jan 13 – MARKETING A SPECIALTY NICHE ARCHITECTURE FIRM
Website for pre-class review: www.zennergroupp.com (404-881-8370)

Zenner Group – Founder David Zenner AIA has created a nationally-respected automotive full-service firm – Exterior and Interior Design plus Furnishings. Dangers of market segment specialization in a down economy will be explored and discussed. The firm is a classic example of the incorporated proprietorship business model.

3. TU Jan 18 – MARKETING THE INTEGRATED AEC SERVICES FIRM
Website: www.brookwoodgroup.com (Cell 404-386-9475)

Brookwood Group – Still led by Founder CEO Georgia Tech icon George Heery, Robert M. Bunker, Senior Vice President, will describe how the firm serves as Owner’s Representatives for Construction, Program Development, Facilities Management, Facilities Requirements Programming and Strategic Planning. GT COA Professor of Practice Ennis Parker is also Vice Chairman of Brookwood Group.

4. TH Jan 20 – MARKETING THE DUALCOMBINATION A/E/C FIRM
Website: www.onealinc.com (864-298-2043)

O’NEAL, Inc. – Jeffrey A. Hall PE, Vice President of Business Development for “The Business of Project Delivery” Design/Construction firm will explain how their market niche and unique guaranteed fee marketing strategy work together in the industrial and heavy industry market sectors they have chosen to serve

5. TU Jan 25 – MARKETING THE INTEGRATED ARCHITECTURE FIRM
Website: www.nilesbolton.com (404-365-7600)

Niles Bolton Associates – Founder & CEO G. Niles Bolton AIA, and President & COO Ray Kimsey AIA will describe NBA’s growing international practice in Architecture, Urban Planning, Interior Design and Landscape Architecture and how they position and use the marketing process for business development.

6. TH Jan 27 – MARKETING THE FEMALE-OWNED ARCHITECTURE FIRM
Website: www.rwhdesign.com (Direct 678-904-4704)

Richard Wittschiebe Hand – Co-founder Janice Wittschiebe AIA and Past Chairman of the Georgia Tech Alumni Association will describe their founding, growth, recent acquisition of another firm with special expertise, and how they now are positioning RWH for future business development.

7. TU Feb 01 – MARKETING THE 50-50 INCORPORATED PARTNERSHIP
Website: www.pacesconstruction.com (404-441-3334)

Paces Construction Company – John Beach and Richard Everett left successful careers in Information Technology and Advertising, respectively, to start their now 11-year old custom design/build/renovate construction firm which works primarily in five upscale Atlanta Zip Codes. PCC has built 75+ intensive and positive client relationships to date and is actively involved in the social and business life of the Atlanta community.

8. TH Feb 03 – MARKETING THE GROWING CONSTRUCTION FIRM
Website: www.wintercompanies.com (Direct 404-965-3310)

Winter Construction Company – President & CEO Brent Reid PE MBA and Vice President Margaret Rauber will describe the founding, growth, strategic business plan and business development strategy for this growing Southeastern U.S. construction firm. Winter is well-known for its innovative use of MIS-based project planning, tracking and control systems. Ms. Rauber is also an Architect as well as Vice President – Operations.

9. TU Feb 08 – MARKETING THE SECTOR-FOCUSED A/E/C FIRM
Website: www.cartergoblelee.com (770-716-0081)

Carter Goble Lee Companies – George Komer, Executive Vice President, will describe CGL's varied services of this globally-recognized firm for excellence in consulting, design, construction of correctional facilities and judicial complexes. Mr. Komer is also former CEO of Randstad's Professional Staffing division, and will present a series of career strategic marketing guidelines and tips for professional career entry planning.

10. TH Feb 10 – BUSINESS INTELLIGENCE FOR TODAY'S A/E/C FIRM
(No website) (404-803-2134)

James E. Lenahan, A/E/C Business Intelligence consultant – formerly Director of Business Development for Leo A Daly and the Georgia State Economic Development Agency, will explain the vital role which Business Intelligence must play in helping direct and guide today's A/E/C firm and prepare it for future shifts in market focus. Mr. Lenahan also serves as volunteer "BI Coach" to both our classes for assistance in starting your semester BI study projects. Contact him **Lenahan.biz**.

11. TU Feb 15 – MARKETING THE MAJOR CONSTRUCTION COMPANY
Website: www.holderconstruction.com (Cell 404-372-8008)

Holder Construction Company – Equity partner Robert Salmon SMPS and Senior Vice President-Client Relations for this \$1.4B construction company (Atlanta, Phoenix and Washington DC) will describe their unusual and sector-focused business development strategy and client relationship management program.

12. TH Feb 17 – MARKETING THE GLOBAL ARCHITECTURE FIRM
Website: www.srssa.com (404-233-5453)

Smallwood, Reynolds, Stewart, Stewart and Associates – SRSSA Principal Gil Garrison AIA and team will describe their growing international practice known for design excellence in high rise offices, hotels and condominiums in the USA, Asia and Middle East (Atlanta, Tampa, Singapore, Beijing, Shanghai, Abu Dhabi and Dubai)..

13. TU Feb 22 – MARKETING A MAJOR INNER CITY ADAPTIVE REUSE MEGA PROJECT
Website: www.beltline.org (Direct 404-614-8322)

Atlanta BeltLine, Inc. – New President & CEO Brian Leary, GT COA Architect and City & Regional Planning programs alumnus, now leads a projected 25-year project to revitalize a gigantic elliptical swath of metro Atlanta inside the I-285 Perimeter. He will describe the total project, and for this class, identify and discuss communications strategies for the various constituencies (“target markets”) who must support the effort.

14. TH Feb 24 – MARKETING THE RESPOSITIONED AE FIRM
Website: www.greenbergfarrow.com (Cell 678-372-3479)

GreenbergFarrow – Senior Vice President Hughes Thompson AIA will describe their original corporate business position heavily dependent on one large client and their successful repositioning rationale, process and rebranding strategy. GF now serves a host of major name brand U.S. and foreign retailers through a unique site search and development capability originally developed just for The Home Depot, still a major client, which naturally leads into architectural services projects.

15. TU Mar 01 – MARKETING THE ARCHITECTURE-PLANNING FIRM
Website: www.sizemoregroup.com (Cell 678-523-1728)

The Sizemore Group – William de St. Aubin AIA and Principal will describe their 50-50 portfolio of revenue services for this balanced mid-size firm where projects in one discipline often lead into further activities within the client relationship. Sizemore also uses psychological testing to help determine how best to structure project teams. They also present an annual one-day “Quality of Life Through Architecture” conference.

16. TH Mar 03 – MARKETING THE GROWING DEVELOPMENT FIRM
Website: www.regentpartners.com **(Direct 404-995-1515)**

Regent Partners – Founder CEO David B. Allman will describe his professional education and career track, entry into Development, how that sector works, founding and growth of Regent Partners, and how he has organized and is leading his firm for the long term despite current economic conditions. His leadership style and business model places major strategic responsibility on the CEO of each of Regent's SBUs (Strategic Business Unit).

17. TU Mar 08 – HOW GEORGIA TECH BUYS A/E/C SERVICES.
(No website)

GT Capital Projects Management – Colonel William A. Miller (AUS-Ret.), a GT Civil Engineering major and 30-year career officer in the U.S. Army Corps of Engineers, then 10+ years as Manager, GT Capital Projects Management, will explain the intricacies of how GT procures A/E/C services for three different financial/legal scenarios: state-funded projects, privately-funded projects (GT Foundation) and the GT Athletic Association. His last major management project was an \$800,000,000 one – Tech Square.

18. TH Mar 10 – MARKETING THE HIGH TECH ENGINEERING FIRM
Website: www.emprise-usa.com www.humidicore.com www.testand.com
(770-425-1420)

Emprise Corporation – Co-founder CEO Ronald A. "Ron" DuBose PE will describe their unique market niche in high tech R&D, their founding, growth, and use of electronic business intelligence processes to guide marketing strategy and execution. Four founding partners have created a continuing relationship with a host of high tech major global clients through innovative problem-solving for test bed technology programs.

19. TU Mar 15 – USING THE A/E/C BUSINESS DEVELOPMENT PROCESS
Website: www.smartegies.com **(678-641-0732)**

Smartegies, LLC – Founder CEO Judy Sparks will describe her client experiences in working "above and below 'The Line'" through the eight marketing management functions which collectively form our AEC Business Development Process and its schematic. Randall Brown AIA, an alumnus of both our courses is her associate and will comment on his benefits from both courses as well as in assisting Ms. Sparks in Smartegies client activities.

20. TH Mar 17 – MARKETING A MEGA-DIVERSIFIED A/E/C FIRM
Website: www.heery.com **(Cell 678-641-9362)**

Heery International, Inc. – Glenn Jardine PE, Regional Director (of three) for this global diversified A/E/C services firm (1,100 employees) will describe their total operation and business strategy, and then take us inside their Sports group's business.

(SPRING BREAK – March 21-25th)

21. TU Mar 29 – MARKETING THE REVITALIZED A/E/C/ FIRM

Websites: www.jova.com and www.fwajdb.com (Direct 404-879-6808)

Jova/Daniels/Busby – Roy Abernathy AIA, IDSA, LEED AP, President & CEO will describe the three founders' recognition of need for successful repositioning strategy for this respected Atlanta firm responsible for many major innovations in Atlanta's dynamic growth and architectural infrastructure since 1960.

22. TH Mar 31 – MARKETING THE OUT-STATE A/E/C FIRM

Website: www.mccallinc.com (229-242-2551 ext 221)

McCall & Associates, Inc. – W. Russell “Rusty” McCall AIA, another GT COA alumnus will describe how this family-owned A/E/C firm markets to and serves client across the DesignBuild sector through three separate SBU's utilizing the same cross-trained group of Architecture/Construction professionals from Valdosta, Georgia. Firm principals are active participants interacting with the major professional organizations in their various client market sectors.

23. TU Apr 05 – MARKETING THE FEMALE-OWNED A/E/C FIRM

Website: www.thearchitecturegroup.com (678-222-0375)

The Architecture Group – Roberta “Bobbie” Unger, FAIA, Founder-CEO will describe her core business strategy whereby she “markets clients” (long term relationships over time) rather than “projects” in the public sector. This has led to her being invited to join the Advisory Board for the New York City subway system. Mrs. Unger was a full-time auditor in our very first class for A/E/C Marketing & Business Development Fall Semester 1998. She personally designed the North Springs MARTA station.

24. TH Apr 07 – MARKETING THE DESIGN-FOCUSED ARCHITECTURE-PLANNING FIRM

Website: www.tvds-design.com (404-946-6614)

tvdsdesign – Helen Davis Hatch FAIA, senior vice president and strategic marketing director will describe the founding, growth and rebranding of this Atlanta-based and globally operating design, planning and interiors architectural firm. Rebranded in 2008, “TVS” (Thompson, Ventulett, Stainback & Associates) is now simply “tvdsdesign.”

25. TU Apr 12 – MARKETING A/E/C SERVICES TO THE UNIVERSITY SYSTEM OF GEORGIA (USG)

Website: www.usg.edu/ref (404-656-2243)

Linda M. Daniels, Architect and Vice Chancellor for Facilities will explain the organization and structure of the procurement process for AEC services for the University System of Georgia and its constituent institutions and facilities. She will suggest an appropriate entry path for AEC firms wishing to serve this always active market in higher education.

26. TH Apr 14 – MARKETING A MAJOR OFFICE OF A LARGE MULTI-CITY, MULTI-DISCIPLINE A/E/C FIRM

Website: www.leoadaly.com

(404-874-8333)

LEO A DALY – Jerry G. Voith AIA, Vice President & Atlanta Managing Principal of this top 10 (2009 revenue) Architecture-Planning-Engineering-Interiors 16-city giant A/E/C firm will explain how Leo A Daly markets itself corporately and within the market areas served by it many offices. Still family-owned and controlled from Omaha, NE, the firm grossed \$168,150,000 domestically and \$7,200,000 internationally in architectural revenue in 2009 (*Architectural Record* data).

27. TU Apr 19 – MARKETING THE COMPUTER-ENHANCED A/E/C FIRM

Website: www.lordaecksargent.com

(404-253-1415)

Lord, Aeck & Sargent Architecture – Founder-Chairman Antonin “Tony” Aeck FAIA and Partner Ken Higa AIA MBA will describe how LAS executes management, business development and operational responsibilities among three founder-partners and studio leaders in this three-office national firm, first in Atlanta to initiate computer-assisted Design.

28. TH Apr 21 – MARKETING THE START-UP ARCHITECTURE FIRM

Website: www.houserwalker.com

(Cell 404-463-8772)

Houser Walker Architecture – Co-founders Hank Houser AIA and Greg Walker AIA will describe how their integrated business development and master business plan has guided this growing firm now in its eighth year after spinning off from another larger Atlanta firm. Their proposal design strategy is unique among A/E/C firms in its printed format tailored to each proposal’s stated features and requirements.

(END OF CLASSES – DEAD WEEK APRIL 25-29)

Instructor contact:

Richard K. Rodgers
5102 Chastain Drive NE
Atlanta, Georgia 30342

404-257-0217 (before 10:00 PM please)
r.k.rodgers@comcast.net
www.directions2marketing

Deadlines for papers and project turn-ins:

Drucker paper – On or before Thursday, February 24th (Class #14)

Business Intelligence Study – On or before Thursday, April 14th (Class #26)