



AIA Initiative - Marketing/Providing Supplemental Architectural Services

Objective

To make readers aware of an American Institute of Architects initiative to help architects position themselves to market "Supplemental Architectural Services" and increase their profitability while minimizing risk.

Background

Brian attended a few continuing education sessions while at the AIA Convention in May, 2011. This was one of them.

In light of the huge, generally negative impact of the recession on the profession in the US, AIA has developed and implemented an initiative that:

- makes architects aware of a list of specific, Supplemental Services that they can market to their clients
- provides current knowledge, for example from the AIA Handbook of Practice, on each of those Supplemental Services
- positions architects to expand their revenue base and profitability without necessarily having to pursue new client, building or project types - architects can strategically market these Supplemental Services to their current client base
- explains how to minimize risk when providing these Supplemental Services by using standard AIA client/architect contracts, customized to describe and scope the specific Supplemental Services being provided

What Are the Supplemental Services identified by AIA?

- Accessibility Compliance
- Architectural Acoustics
- Building Measurement
- Code Compliance
- Commissioning
- Contract Administration / Construction Contract Administration / Design and Construction Contract Administration
- Construction Defect Analysis
- Construction Documentation - Drawings
- Construction Documentation - Specifications
- Construction Management
- Construction Procurement
- Demolition Planning Services
- Detailed Cost Estimating
- Digital Architecture Survey Technologies
- Energy Analysis and Design
- Energy Monitoring

- Environmental Graphic Design
- Expert Witness Services
- Facility Evaluation Services
- Facility Management / Facility Support
- Furniture, Furnishings and Equipment Services / FFE Design
- Historic Preservation
- Indoor Air Quality Consulting
- Interior Design / Architectural Interior Design
- Lighting Design
- Model Construction
- Move Management
- On-Site Project Representation
- Parking Planning Services
- Post occupancy Evaluation
- Program Management Services (managing multiple projects that share a common goal, e.g. an airport)
- Programming
- Project Financing and Development Services
- Record Drawing
- Regional or Urban Planning
- Renderings
- Research Services
- Security Evaluation and Planning Services
- Seismic Analysis and Design
- Site Analysis / Site Evaluation and Planning
- Space Planning
- Strategic Facility Planning
- Sustainable Building Design
- Urban Design Services
- Value Analysis
- Zoning Process Assistance

NOTE: The AIA list of Supplemental Architectural Services includes the provision of geotechnical and land survey services. Canadian professional liability insurers currently advise that policyholders NOT engage specialist consultants to provide these services to their clients given the significant risk they would be undertaking, and questions about insurance coverage. To avoid confusion, this b.note ~~deleted~~ those two services from the list above. (By the way, Canadian insurers similarly advise that policyholders not engage hazardous materials consultants in order to provide that service to their clients.)

How Does It Work?

Architects access the AIA website (see URL below). By clicking on the Supplemental Service they are interested in, they are taken to additional resources which:

- describe the Supplemental Service
- provide essential knowledge about it
- often discuss how to market it by citing the value proposition (value to the client)
- identify which AIA contract to use

b.note

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But, How About in Canada?

Canadian architects can:

- access the AIA website BUT must bear in mind that the information and contracts are based on professional practice and the legal system in the US - there may be differences in the Canadian setting
- educate themselves about a specific Supplemental Service in the Canadian setting by researching:
 - the Canadian Handbook of Practice
 - practice support materials provided by the provincial and territorial associations in Canada
 - other resources, including the web - again bear in mind that practice, legal and other considerations may differ from those in Canada
- determine the resources that will be needed to provide the Supplemental Service, including potential involvement of other design professionals or specialists on the team
- investigate insurance implications (if any)
- investigate regulatory implications - for example, does local regulation of the profession affect architects' ability to deliver certain of these services?
- negotiate with the client professional compensation that reflects the value of this Supplemental Service to that specific client
- adapt the standard Canadian contracts (e.g. RAIC Document Six, OAA Document 600) by editing Schedule A, which defines the architect's scope of services, to describe the specific Supplemental Service in detail
- provide the Supplemental Service

Further Thoughts

This is a useful initiative for AIA (a good example of why Brian is a member of AIA) and a strategy that is translatable to Canada based on comments above.

Many architects develop special expertise in helping clients and potential clients determine and clarify their specific need for professional services, and then design a value-added response to address those specific needs.

This can often include the development and delivery of *new kinds of services*, beyond those on the list above. For example, some architects have become specialists in Building Information Modeling and are engaged by owners, contractors or other consultants to build and manage the model.

Another example is architects that provide project management services.

Others, having helped the client identify its unique needs, assist the client in finding and engaging the right service providers to meet their specific needs. That, in itself, is a value-added service.

A number of the services listed are frequently included in a client's standard requirements, for example, the provision of record drawings. And the inclusion of services like construction documents in the list is presumably to facilitate '*selling up*' a client that has initially engaged an architect for pre-design or design services.

FINALLY, while this b.note is about the AIA initiative directed at architects, there's nothing preventing other professional service firms for taking a similar approach to grow their revenue base and profitability. Identify, develop and deliver new kinds of professional services that your current or NEW clients will value. A great way to highlight your value proposition and differentiate your company!

Strategies 4 Impact! specializes in doing, and helping others do, exactly that!

Resources

<http://www.aia.org/practicing/akr/AIAB089194>

Canadian Handbook of Practice, available from Architecture Canada

http://www.raic.org/practice/chop/index_e.htm

Managing the Professional Service Firm

David Maister, Free Press Paperbacks (in fact, most anything written by Maister!)

The Next Architect, A New Twist on the Future of Design

Cramer and Simpson, Ostberg Greenway

Value Redesigned, New Models for Professional Practice

Davy and Harris, Ostberg Greenway