

The logo for the AIA Conference on Architecture 2021. It features the letters 'AIA' and the year '2021' in a white, 3D-outlined font. The letters are stylized with a perspective effect, making them appear to stand on a surface. The 'A' is on the left, followed by the 'I's, and then the '2021' on the right.

AIA
Conference
on Architecture
2021

Aligning Technology & Firm Priorities for Competitive Advantage

Nik Werk

B2B International



AIA
Conference
on Architecture
2021

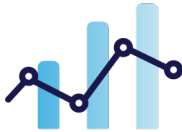
Methodology



329 respondents

IT decision makers
Firm decision makers

Interviewed about Attitudes + Capabilities + Solutions



30 solutions

Paid 'Office Suite' (e.g. Microsoft Office 365)
BIM/CAD Software (e.g. Revit)
Construction Management Software (e.g. BlueBeam Revu)
ERP system (e.g. Netsuite)
A YouTube channel for our firm



26 capabilities

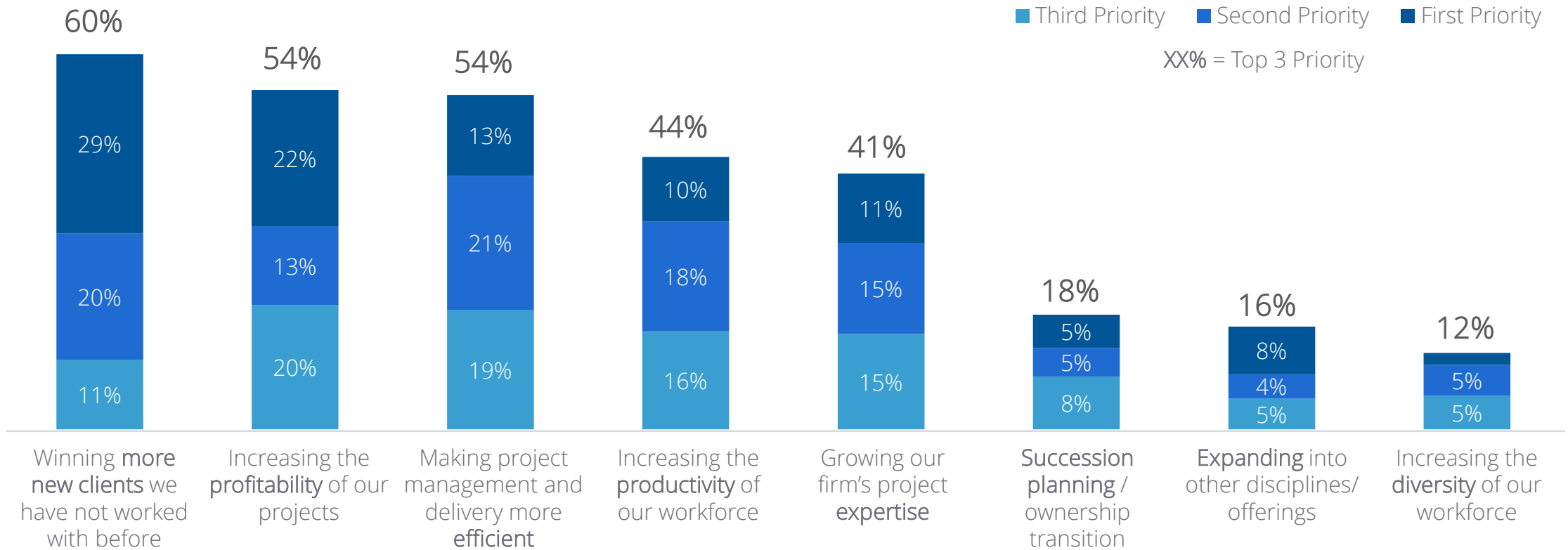
Providing an excellent customer experience regardless of the project team
Staying top-of-mind with our customers and prospects
Having a clear process for reviewing and approving changes to projects or specs
Sharing files with clients and contractors in formats they can view and edit
Hosting virtual meetings externally



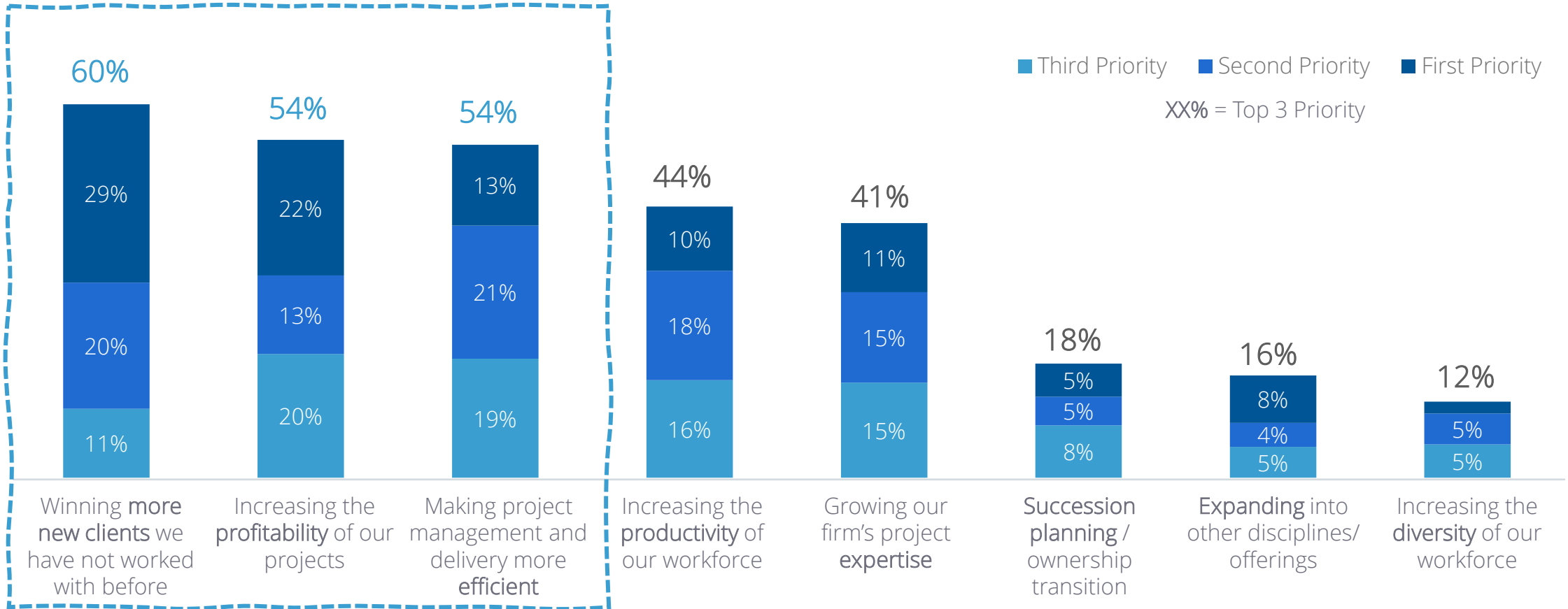
3 success metrics

Ability to keep up with client expectations over the next 3 years
Resilience to difficult economic climate
Revenue growth over the next 3 years

Technology Has A Significant Role To Play In Helping Firms Realize Their Strategic Goals Over The Next 3 Years



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Firm Priority #1: Winning New Clients

Attitudes Towards Growth



%

Relationships matter more than marketing for winning new business



%

Digital and social marketing is an important source of business for our firm

Attitudes Towards Growth



89%

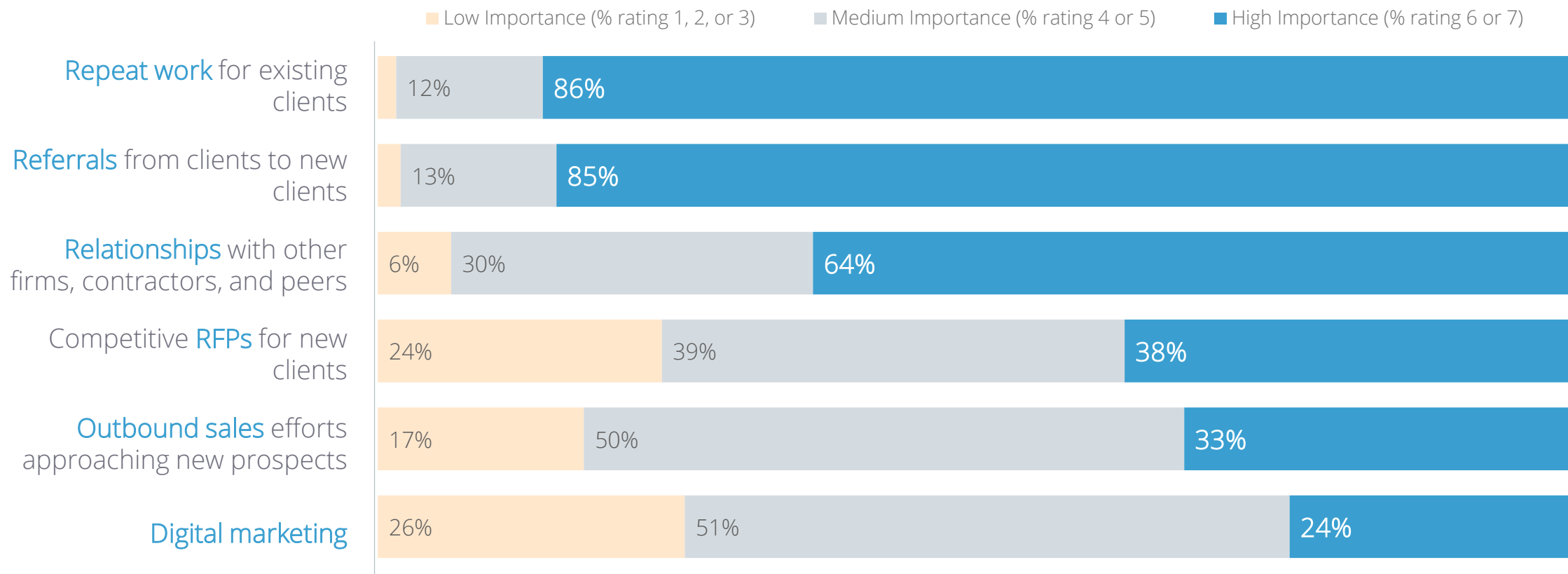
Relationships matter more than marketing for winning new business



43%

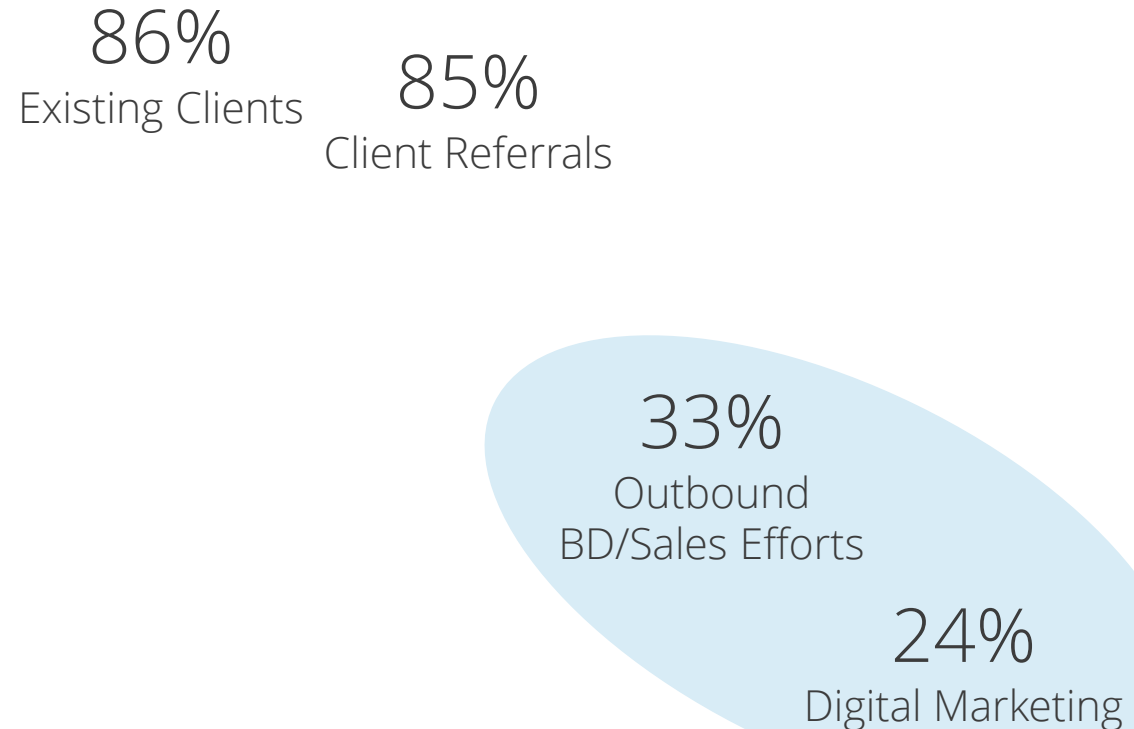
Digital and social marketing is an important source of business for our firm

Firm Decision Makers Focus On Organic Growth But Not On Business Development Or Marketing



Business Development & Marketing Remain Underutilized In An Industry Focused On Relationships & Organic Growth

What firms expect to drive their growth in the next 3 years
(% very important)



Business Development & Marketing Remain Underutilized In An Industry Focused On Relationships & Organic Growth

What firms expect to drive their growth in the next 3 years
(% very important)

86%
Existing Clients

85%
Client Referrals

33%
Outbound
BD/Sales Efforts

24%
Digital Marketing



The Cultural Barrier

Relationships matter more than marketing
Digital/social marketing is not important

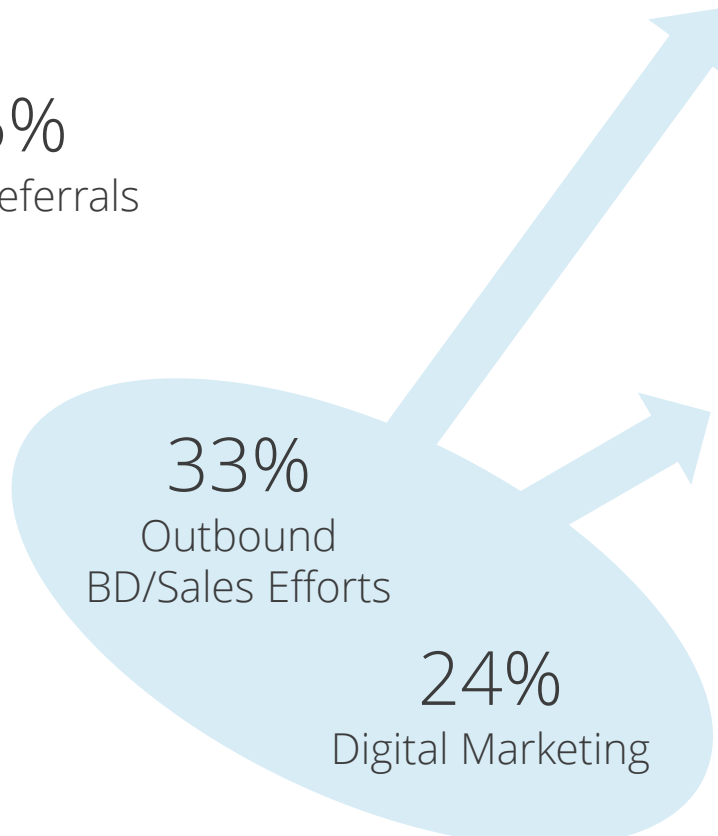
Firms that use social media are successful at driving leads through those channels.

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The Technology Barrier

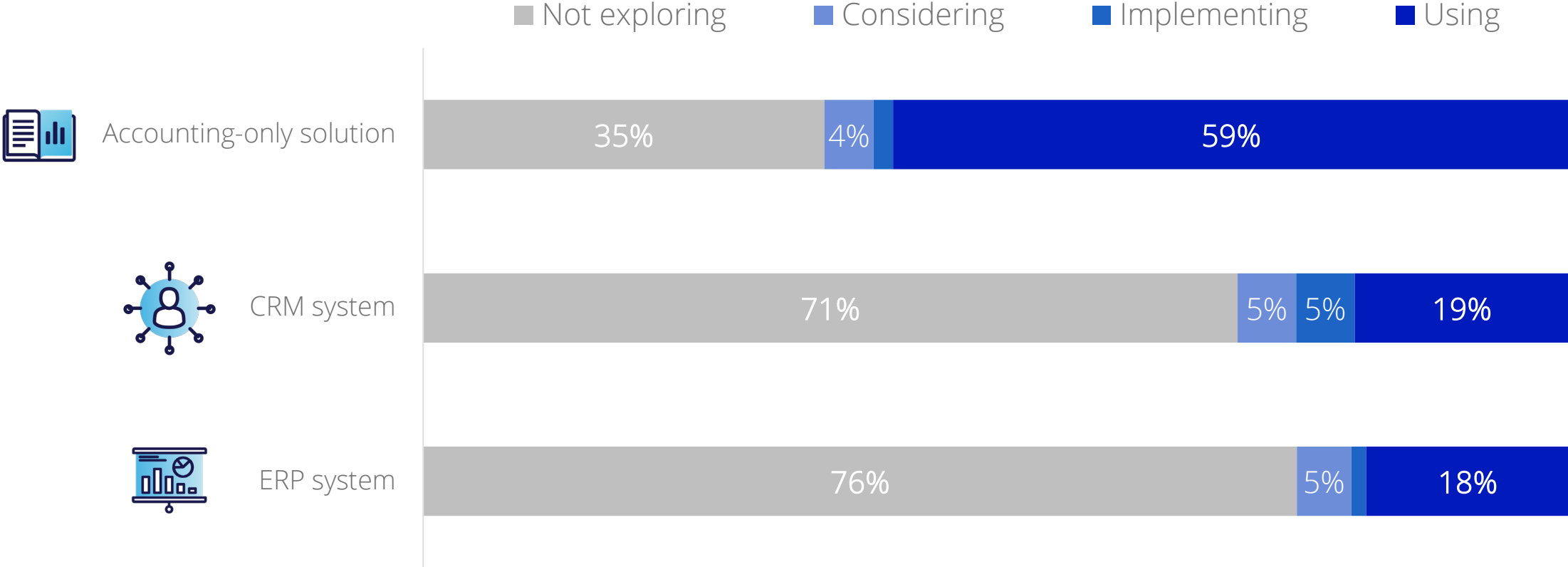
Fewer than one in five firms have CRM or ERP systems.

Firms that have adopted these solutions perform significantly better in terms of project management. They also feel more confident about short-term resilience and long-term growth.

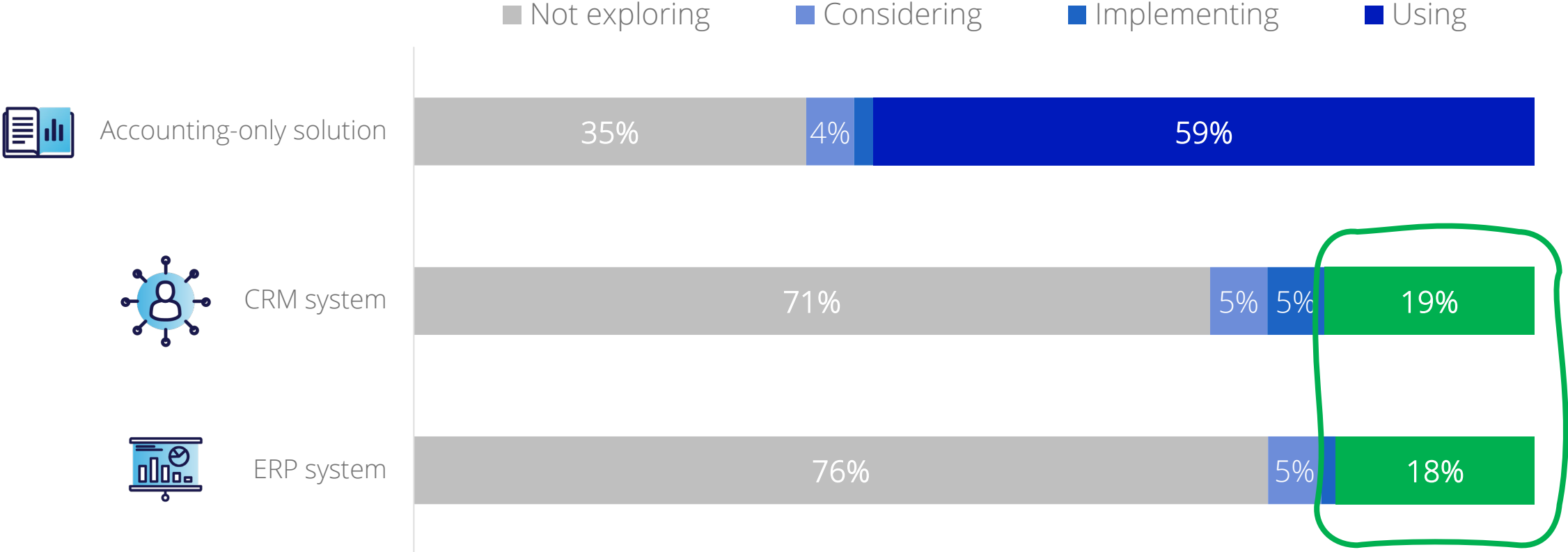


Firm Priority #2: Improving Profitability & Efficiency

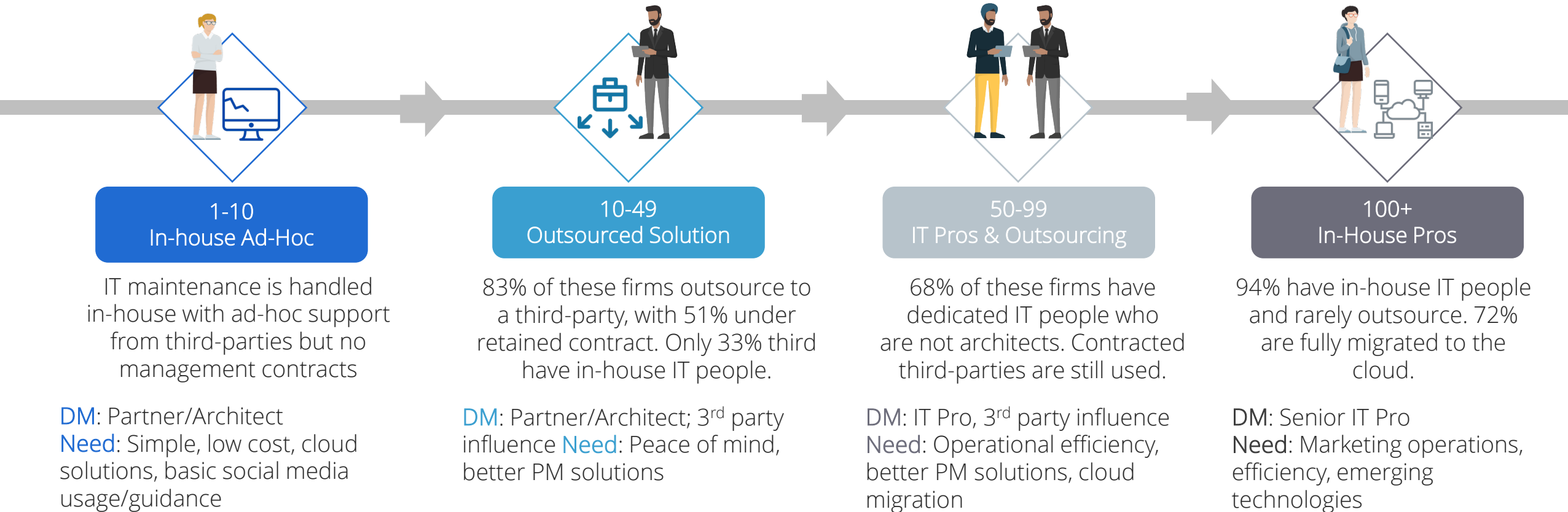
Many Firms Lack Infrastructure For Firm- & Project Management



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Firm Size Is A Strong Indicator Of Digital Maturity



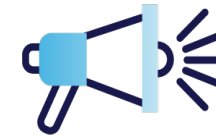
Firms Need A Better Way To Share Files And Collaborate On Project Documents With External Stakeholders

Top Focus Areas For Improving Communication & Collaboration



Effectively collaborating on shared files externally

Firms feel confident about managing internal collaboration on projects but many firms with under 100 people struggle to collaborate on files with external stakeholders.



Effectively sharing firm updates & announcements internally

While all but the smallest firms (1-4) have good solutions in place for virtual meetings and internal collaboration, many are challenged with effectively communicating top-down within the firm.

Handling Specification/Project Changes Is The Primary Pain Point Affecting Project Management & Firm Efficiency

Top Focus Areas For Improving Project Management



Keeping track of project and specification changes

Firms lack a good way to track project changes, including swaps/subs.



Completing design & specification reviews quickly & efficiently

The process for reviewing and finalizing specification and construction documents has long been a pain point for firms.



A clear process for reviewing and approving project & spec changes

The ad-hoc nature of many changes to specifications and design can make it difficult for firms to plan and manage time effectively.

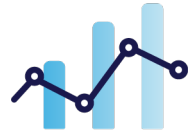
Large Firms Are Leading The Way In Utilizing Technology To Improve Firm Management, Marketing And Client CX

Top Focus Areas For Improving Firm Management



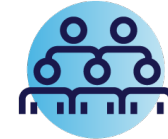
Making accurate projections for projects and budgets

Firms can struggle with projections and budgeting. Many do not have solutions in place.



Understanding the holistic pipeline of potential projects

Many firms lack a structured way to track inquiries and opportunities.



Tracking touchpoints and interactions with clients/prospects

Business development is reliant on key individuals and not tracked centrally. Some struggle to provide a consistent CX.

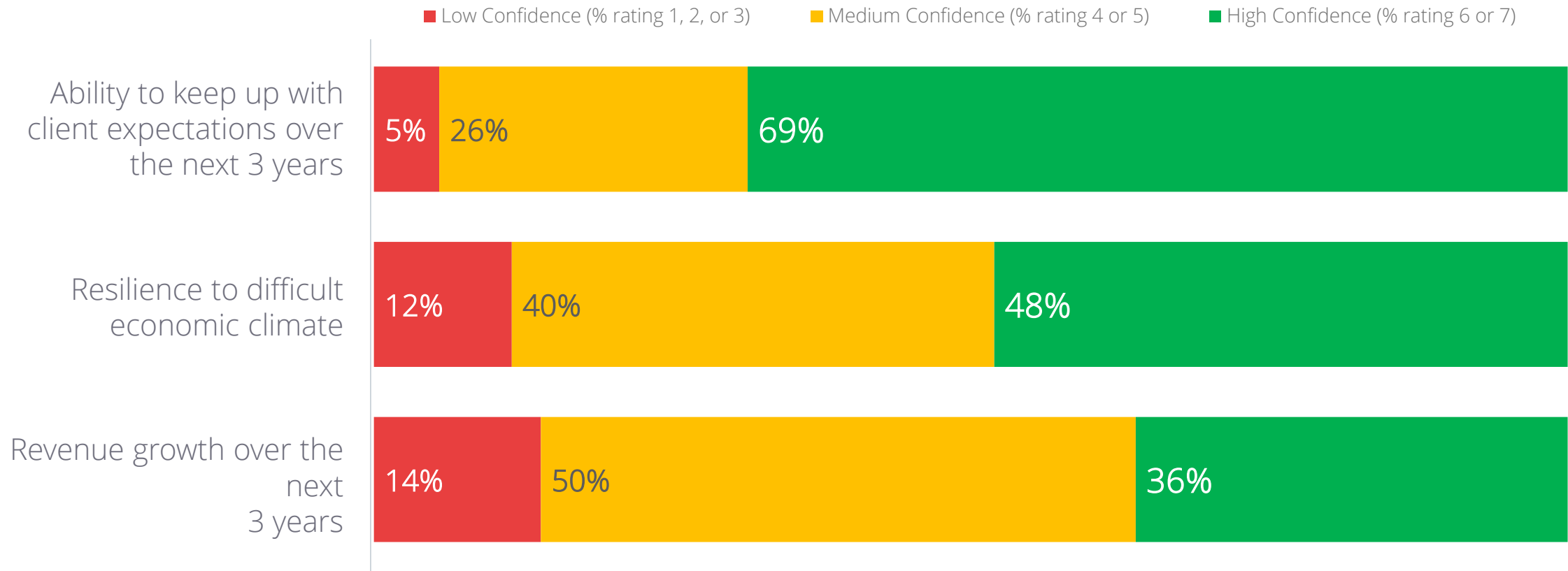


Using digital marketing to drive new leads and more business

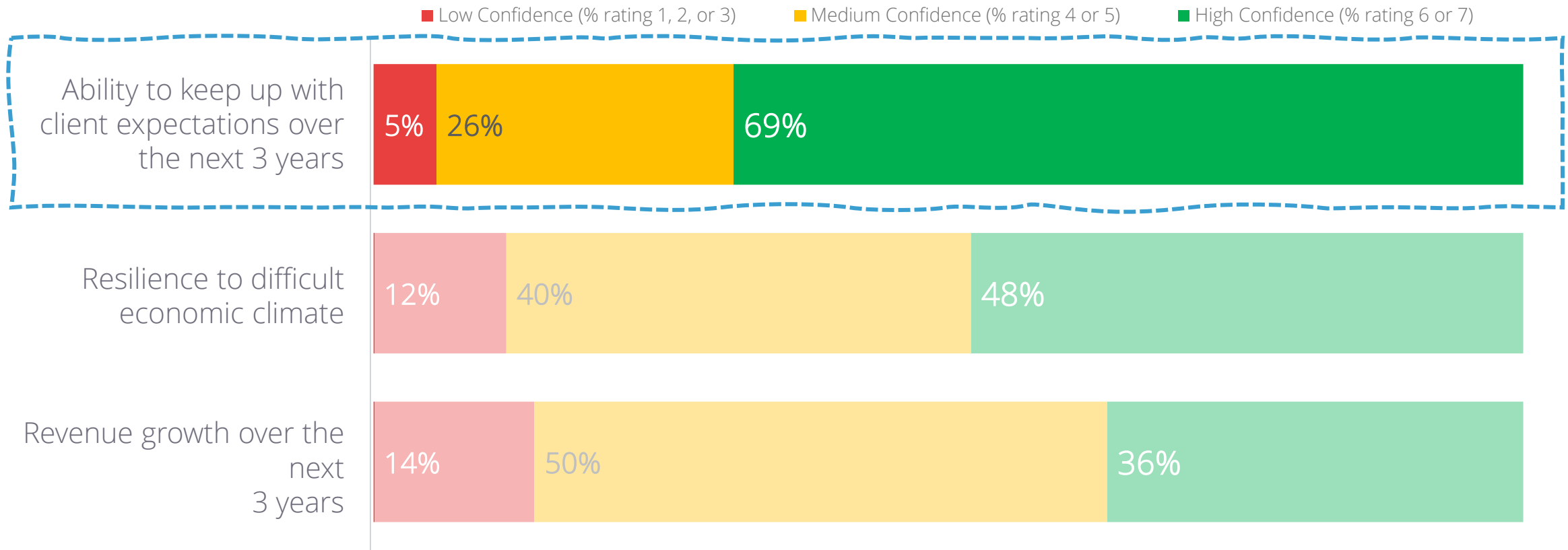
Digital marketing is not a priority for many firms. The lack of top-of-funnel efforts means that winning new clients is a top challenge facing firms.

The Future Outlook & Where To Focus

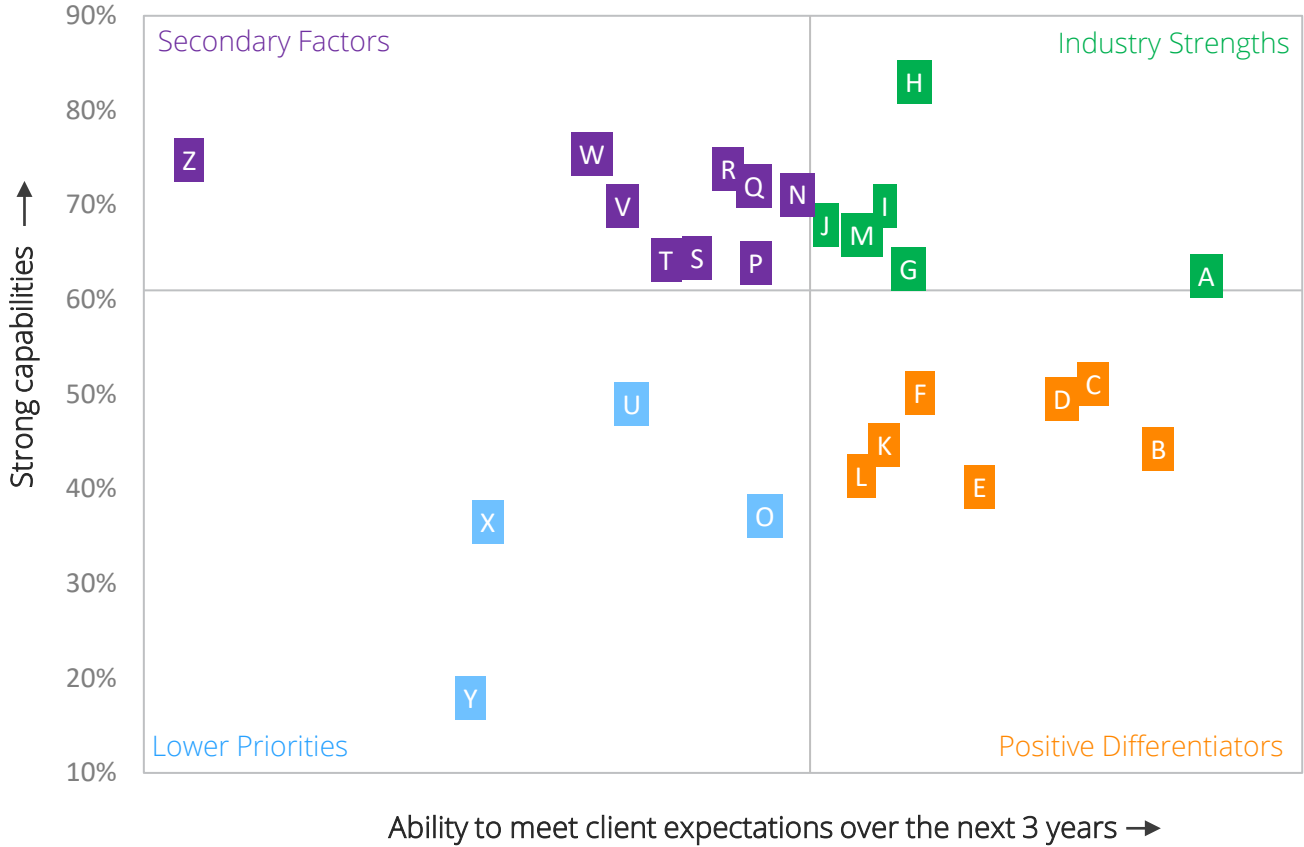
While Most Firms Feel Highly Confident About Keeping Up With Client Expectations Significantly Fewer Expect Revenue Growth



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Firms Feel Responsive And Well-Equipped To Meet Client Needs But Their Processes Can Hold Them Back



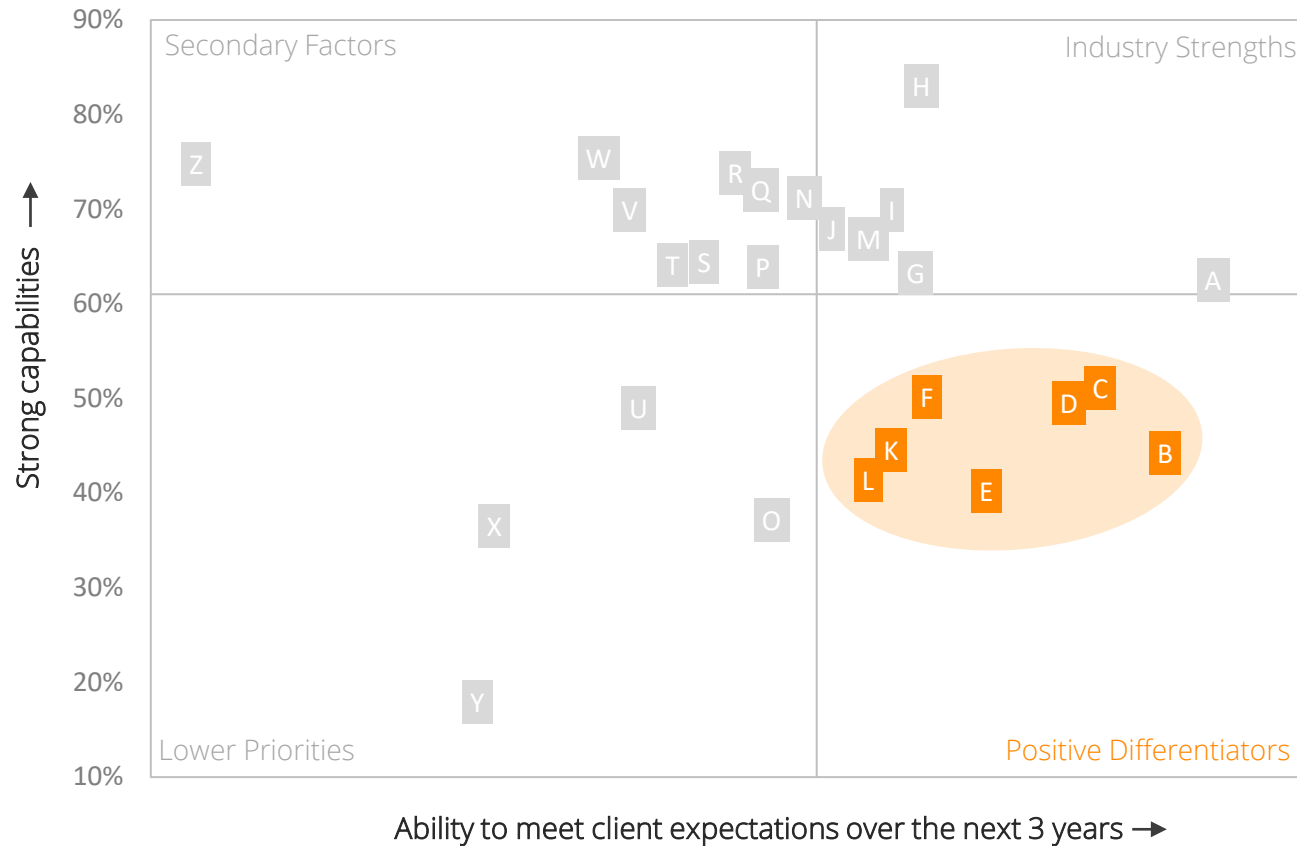
- A** Providing an excellent customer experience regardless of the project team
- B** Staying top-of-mind with our customers and prospects
- C** Having a clear process for reviewing and approving changes to projects or specs
- D** Completing design and spec reviews quickly and efficiently
- E** Making accurate projections for projects and budgets
- F** Keeping track of project and spec changes
- G** Keeping all project documents organized and easy to access
- H** Quickly responding to client or partner inquiries/questions
- I** Effectively sharing firm updates with all employees
- J** Issuing accurate and timely invoices
- K** Real-time visibility into costs, budgets, and profitability of projects
- L** Identifying failing projects requiring attention
- M** Ability of architects to work with external partners seamlessly
- N** Effectively communicating remotely across our firm
- O** Understanding our holistic pipeline of potential projects
- P** Tracking and following up on invoices
- Q** Staying productive and effective during lockdown / COVID-19
- R** Effectively collaborating on shared files within the firm
- S** Ability of architects to work together seamlessly on the same project at the same time
- T** Effectively collaborating on shared files externally
- U** Keeping an up-to-date database of client and prospect contacts
- V** Sharing files with clients and contractors in formats they can view and edit
- W** Hosting virtual meetings externally
- X** Tracking touchpoints and interactions with client and prospect contacts
- Y** Using digital marketing to drive new leads and more business
- Z** Hosting virtual meetings within our firm

A Strong Focus On Client Service & Managing Basic Processes Well Is Set To Drive Firm Success Over The Next 3 Years



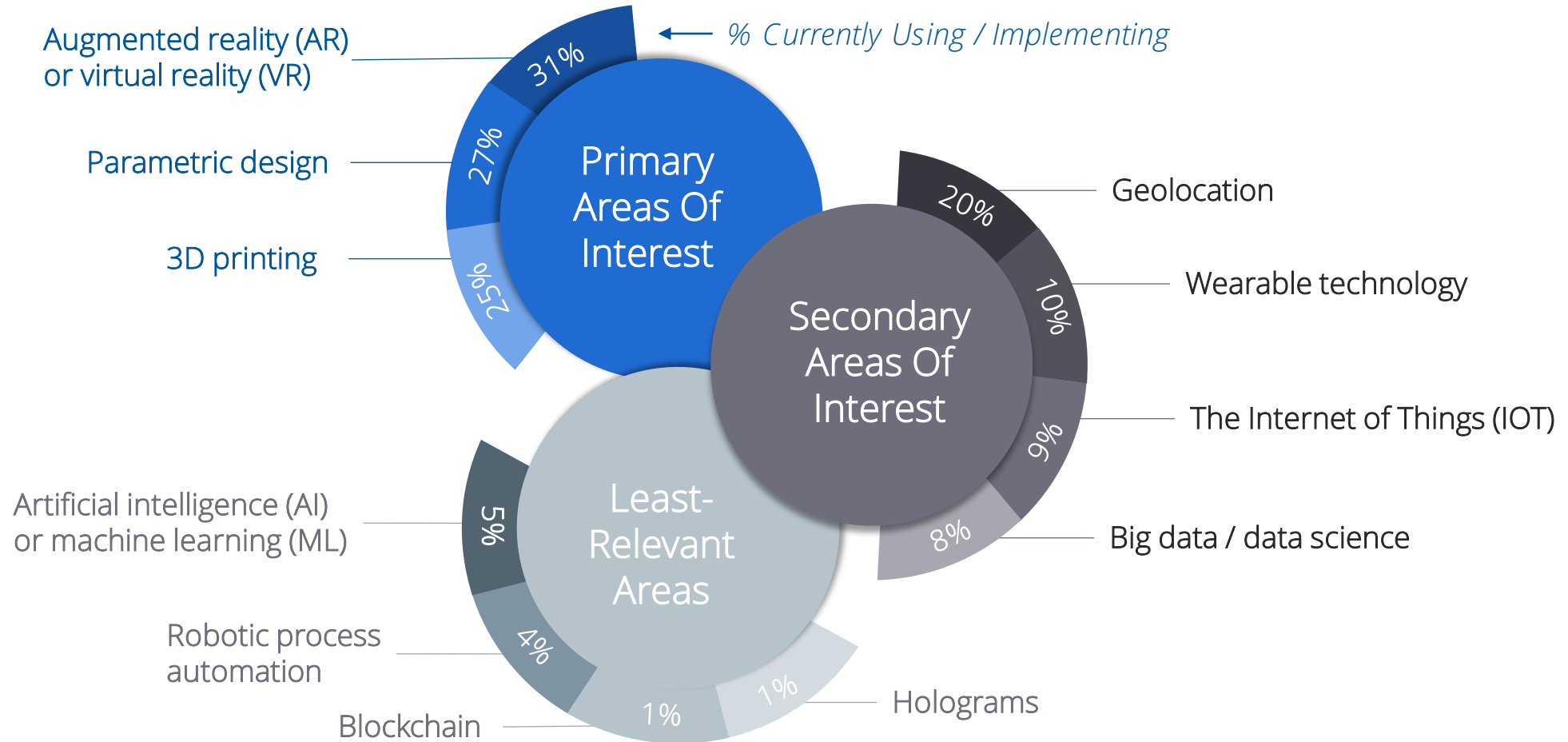
- A** Providing an **excellent customer experience** regardless of the project team
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- J** Issuing accurate and timely **invoices**
- M** Ability of architects to **work with external partners** seamlessly

A Strong Spec Management Process & Real-Time Project Insights Are Key Differentiators For Meeting Client Needs



- B** Staying top-of-mind with our customers and prospects
- C** Clear process for reviewing and approving changes to projects or **specs**
- D** Completing design and **spec reviews** quickly and efficiently
- E** Making accurate projections for **projects** and budgets
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Piloting & Adopting New Tools Built On Emerging Technologies Is A Third Avenue To Future Success That All Firms Should Explore



Key Focus Areas For The Profession

Build and utilize **sales and marketing** capabilities

Recognize **the role of technology** in driving profitability and firm success

Focus on **spec management** and **project data** to improve efficiency



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London

Edinburgh

New York

Chicago

Boston

Düsseldorf

Singapore

Beijing

Shanghai