

TEAM V

ARCHITECTUUR

AvB Amsterdam
Organise your Office

15-01-2019



Organise your Office

You can't run a rockband like an office, but can Architecture still be Rock 'n' Roll?

Team V Architecture
www.teamv.nl



Film: "buying the band"



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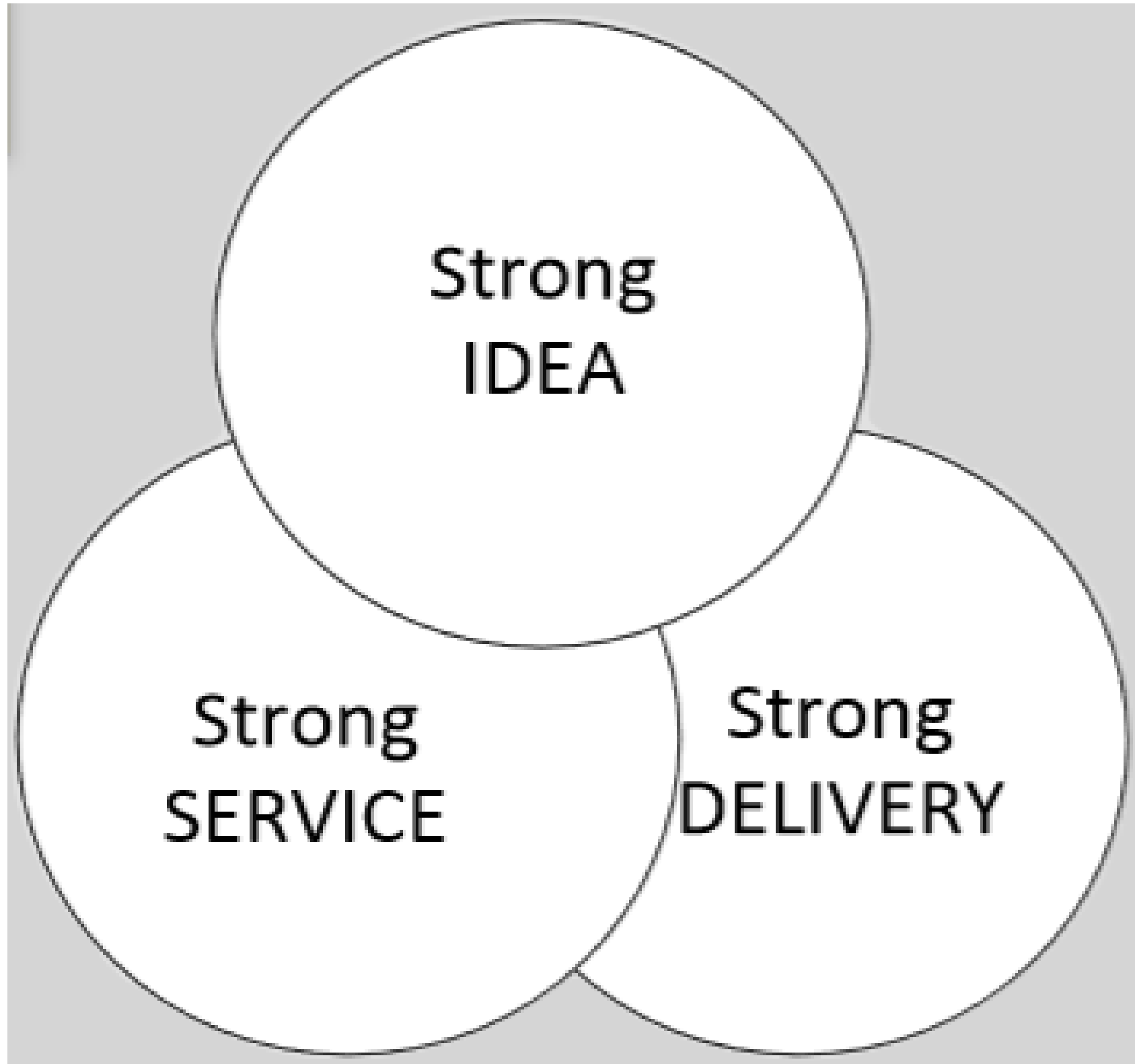
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Organise your Office

Categorising Architectural offices by output



Organise your Office

Categorising Architectural offices by output and production method



Figure 1

Best Strategies for PROJECT PROCESS AND DECISION MAKING

	Practice-Centered Business	Business-Centered Practice
<u>Strong Delivery</u>	Projects are processed through departments or teams, headed by a principal in charge, in accordance with standard details and specifications developed through experience. The PIC makes the decisions. Success is achieved by delivering a good product over and over.	Projects follow an assembly-line process in which established standards are critically important. Since the product is standard, the client may deal with several job captains over the course of the project. Quality control is the key to client satisfaction.
<u>Strong Service</u>	Projects are delivered through project teams or studios whose principal in charge (the closer/doer) has a high degree of project decision-making authority. Strong, technically oriented people provide quality-control input, but project success relies on the authority of the closer/doer.	Projects are headed by project managers and delivered by departments whose department heads have quality control and project decision-making authority.
<u>Strong Idea</u>	Projects are delivered via highly flexible teams, organized around each job, which take their creative direction from the idea (design) principal.	Projects are delivered via stable teams or studios, often organized around different client or project types. Design principal(s) maintains project authority.

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Some offices are organised like a band others like an orchestra.
Categorising Architectural offices by market position vs organisation

Market position:

Qualities recognized

By Clients	High Service	High Experience
By Architects	High Ambition	Strong Signature
In Projects	Simple Projects	Complex Projects

Organisation structure:

Top 3 by Mintzberg:

- A: Simple Structure
- B: Professional Bureaucracy
- C: Adhocracy

Marketposition vs. Organisation structure:

	1: High Service	2: High Ambition	3: High Experience	4: Strong Signature
A: Simple Structure	A1	A2		
B: Professional Bureaucracy			B3	B4
C: Adhocracy		C2		C4

Explanation for different types of offices:

	Type A.1 en A.2	Type B.3 en B.4	Type C.2 en C.4
Type	Relatively small, central leadership, Little planning and control. Depending on personal and informal transfer of information by direct guidance, quick decision making, top down.	Middle size, recognizable hierarchical structure, supporting processes are staffed, structured internal meetings, depending on effectiveness of partners, democratic decision making.	Relatively small, little or no hierarchy, informal, young, dynamic, fighting spirit, information transfer adhoc, no difference between staff for line and support processes, difficult decision making.
Type of work	Relatively simple work eg. Private housing, small offices and shops, agriculture, industrial, renovation and restoration.	Complex and /or big assignments eg. Big utilitarian works housing projects, healthcare or education. (semi) governmental, housing corporation	Very miscellaneous: mostly housing and utilitarian work for privately owned companies or entrepreneurs with money.
Kind of market	Functions well in a dynamic market	Functions best in a stable market	Excellent in tumultuous market
Acquisition	Word of mouth advertising, networking.	Networking, competitions, presentations, selections, tendering	Word of mouth advertising, networking, competitions and presentations.
Area	Regional	Regional, national, international	Regional, national, international
Strong points	Passionate architect/entrepreneur, flexible, personal network.	experience, wide range of products, continuity, less dependent on owner, keeps value when sold.	High level of education and knowledge, innovative, flexible, mind broadening, motivating for professionals.
Weaknesses	Risky and vulnerable because of personal link, structure breaks growth, loses value when sold, paternalistic /autocratic .	Loyalty staff less linked with company, management loses design time managing, little flexibility, creativity under pressure.	Less reliability of the process, low efficiency, succession is difficult, personal, difficult decision making, things go well till they don't,

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My career

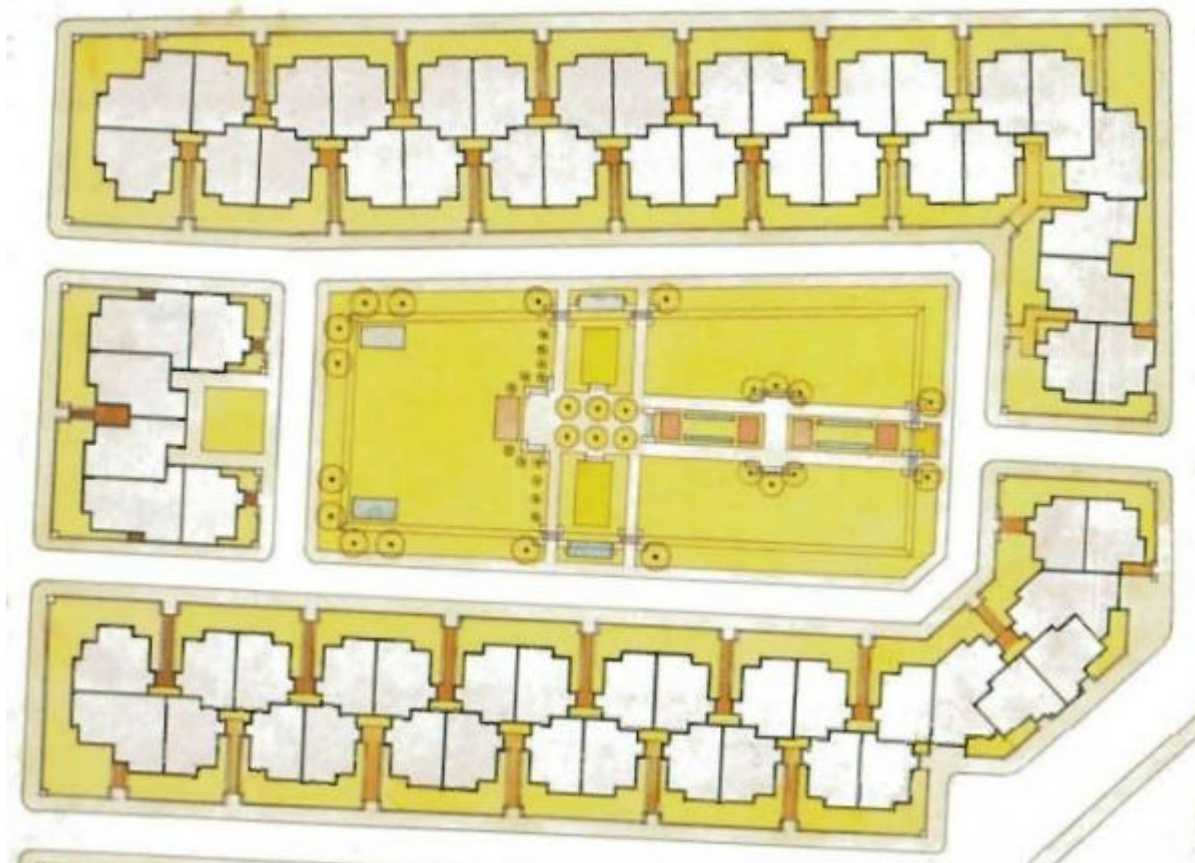


Ir. Jaap Franso Leiden 1987 – 1989

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Dir / Architect
Meewerkend Arch
Drawing



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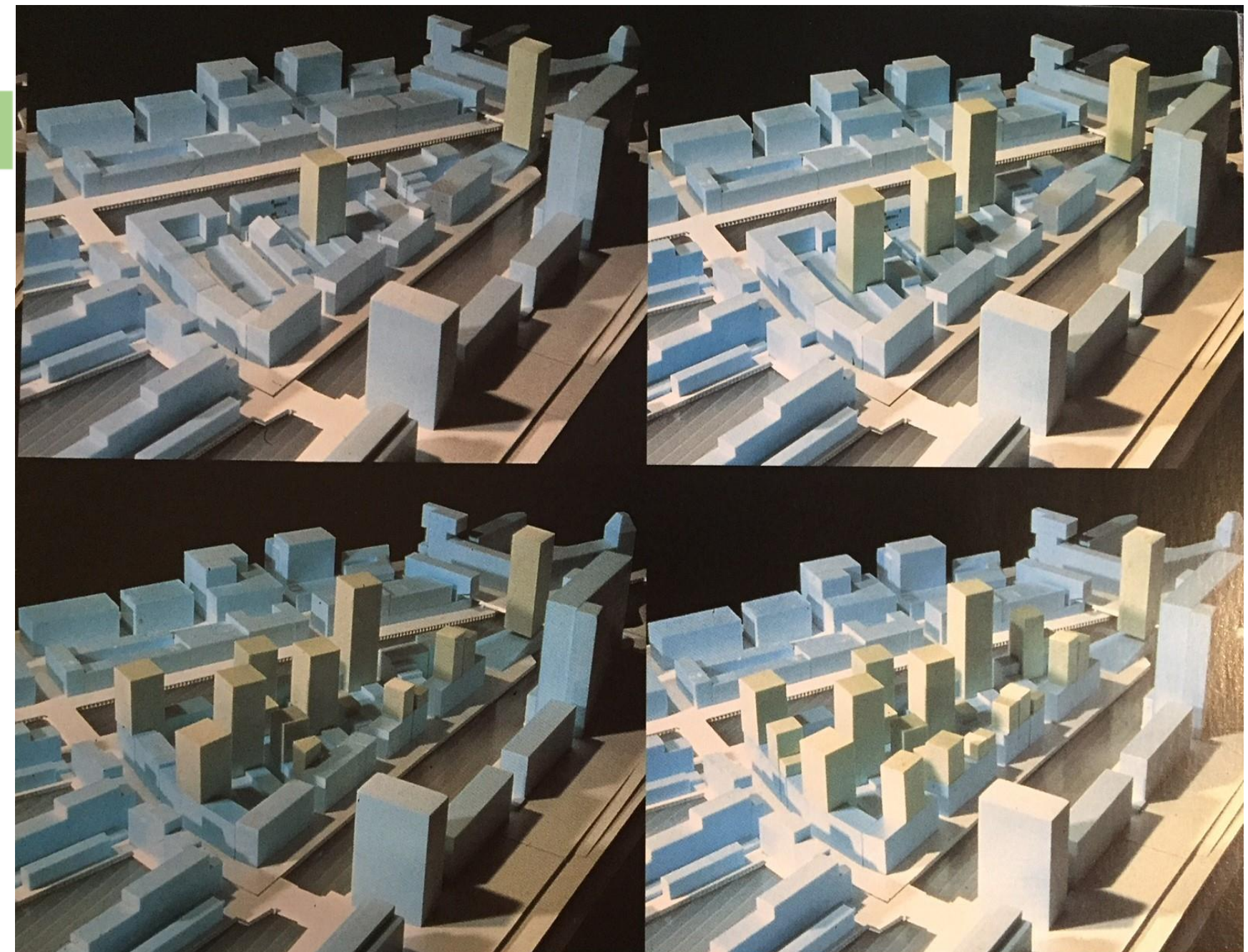
My career



Ir. Kees Christiaanse Architects & Planners 1989 4p

Marketposition vs. Organisation structure:

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A: Simple Structure	A1	A2			Office
B: Professional. Bureaucracy			B3	B4	
C: Adhocracy		C2		C4	Architects



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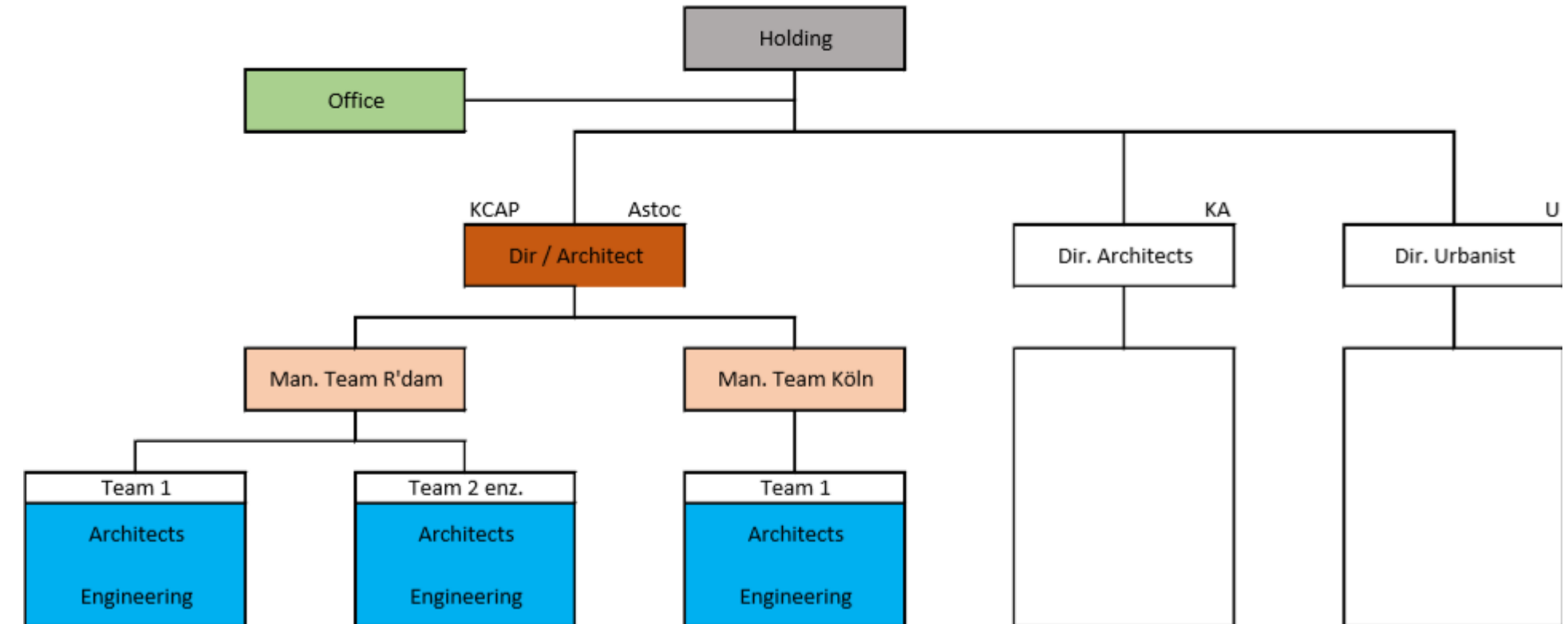
My career



Ir. Kees Christiaanse Architects & Planners 1998 44p

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My career



Meyer en Van Schooten 1998 12p

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My career

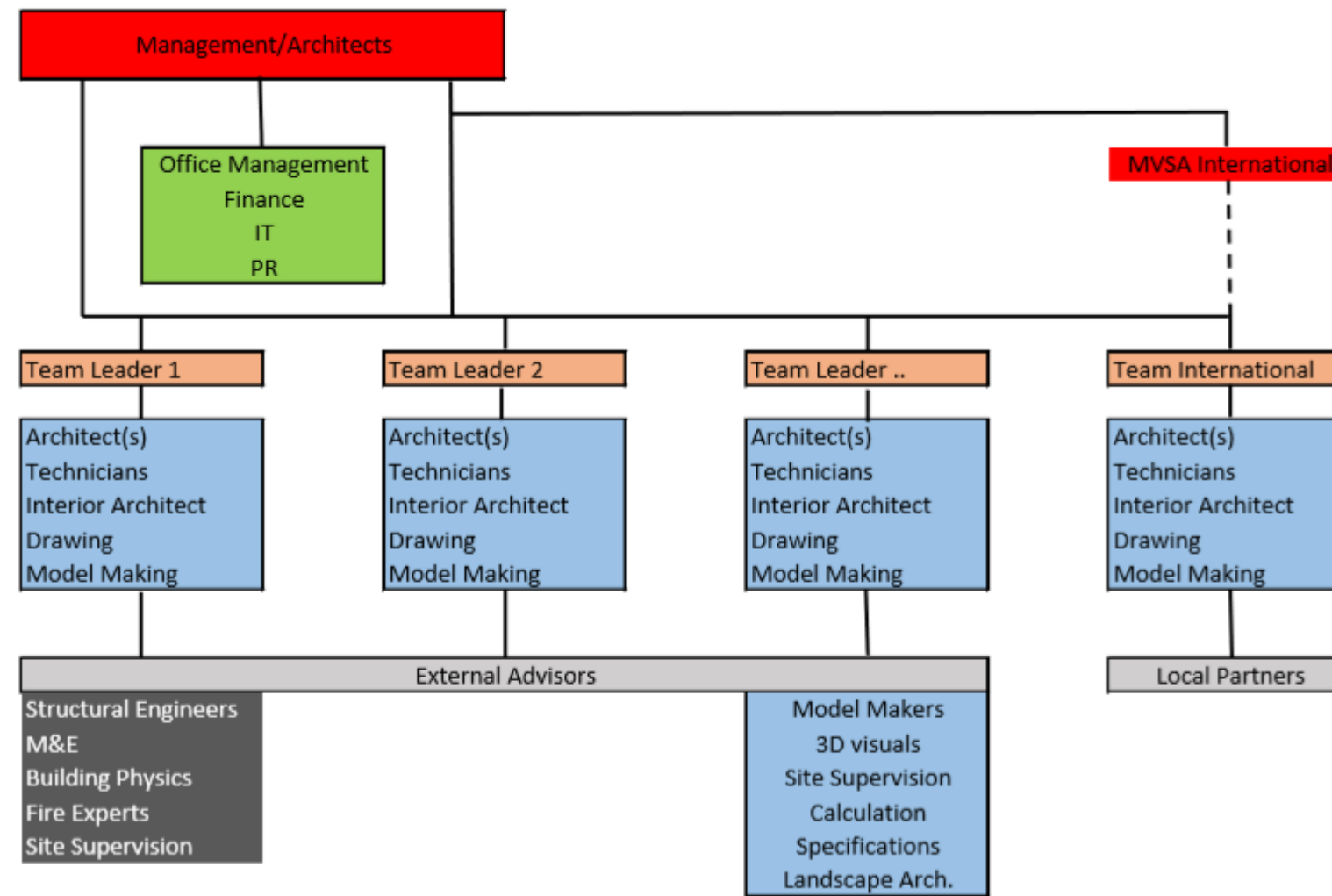
Meyer en Van Schooten 2013 50p

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My career



Team V 2013 12p

Marketposition vs. Organisation structure:

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A: Simple Structure	A1	A2			<div style="border: 1px solid black; background-color: #00a0e3; padding: 5px; margin-bottom: 5px;">Architects</div> <div style="border: 1px solid black; background-color: #00a0e3; padding: 5px;">Engineering</div>
B: Professional. Bureaucracy			B3	B4	
C: Adhocracy		C2		C4	



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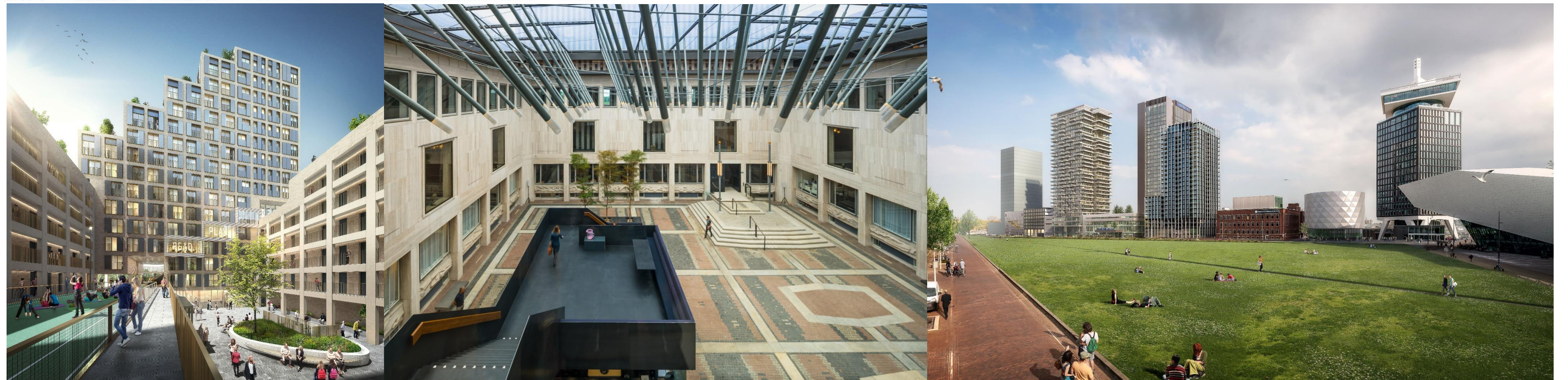
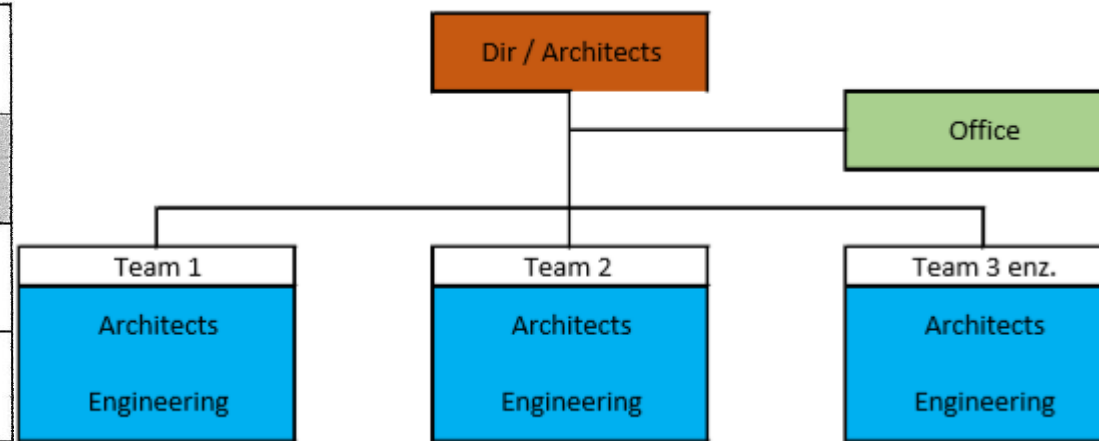
My career



Team V 2018 48p

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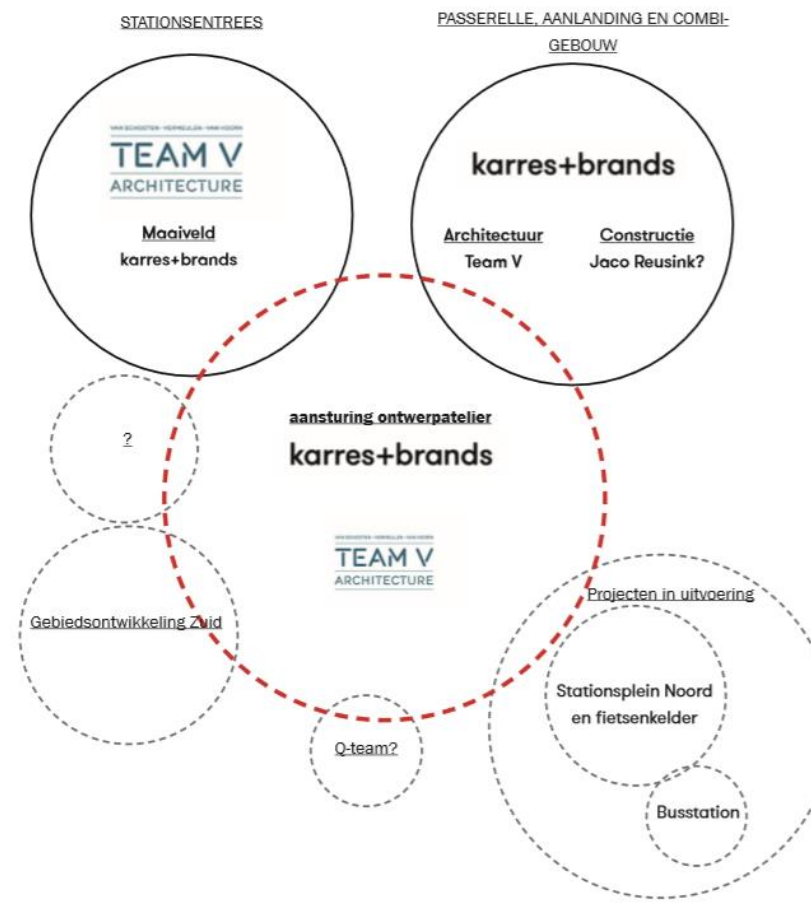
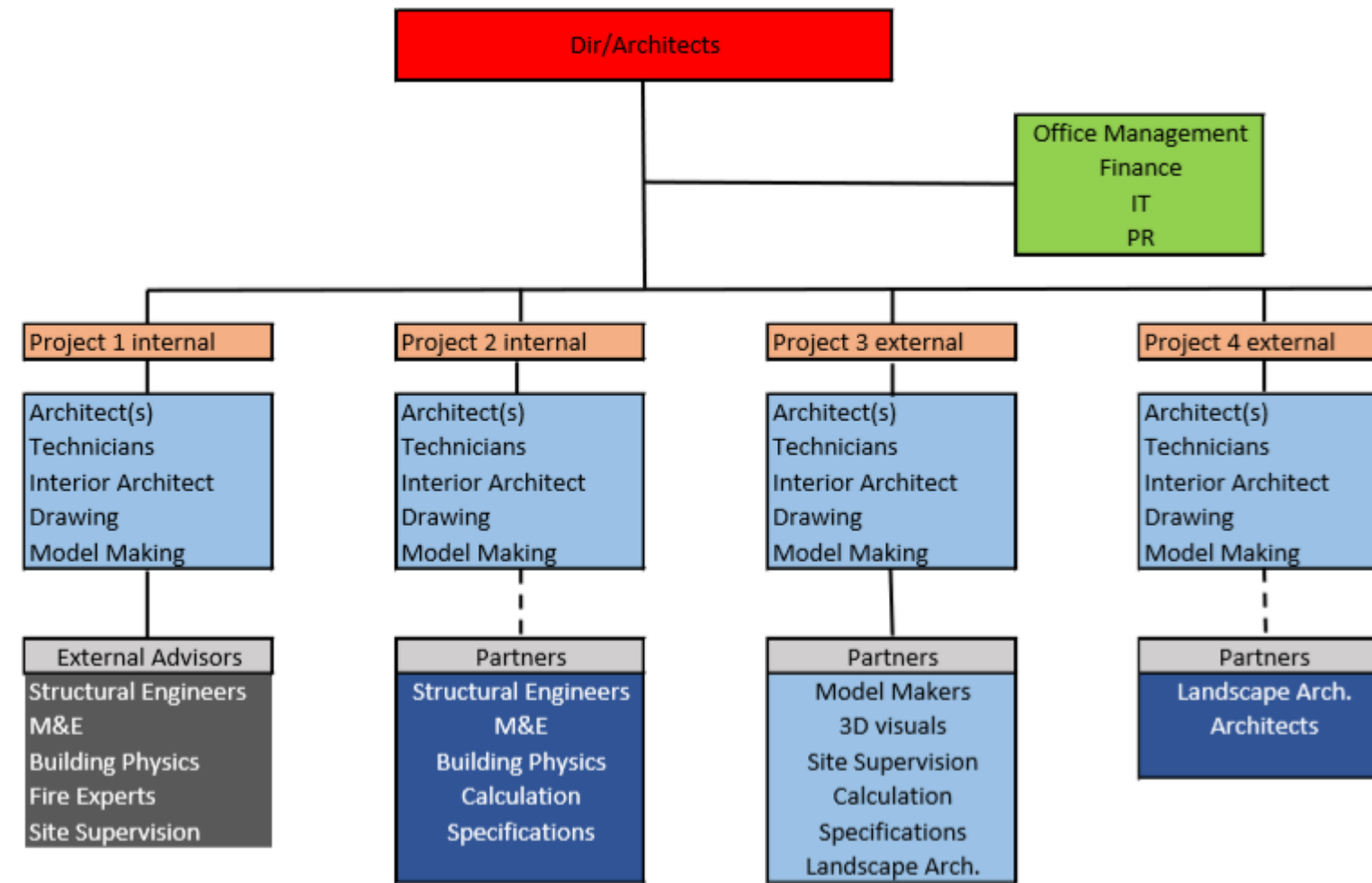
My career



Team V 2018 Strategic Alliances

Marketposition vs. Organisation structure:

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How big can it get?

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WA100 2019

Rank 2019	Rank 2018	New	Practice name	Country	Architects employed	Fee Income (US \$Million)
1	1		Gensler	USA	2627	
2	2		Nikken Sekkei	Japan	1869	
3	3		AECOM	USA	1733	\$600-699m
4	4		HDR	USA	1491	\$370-379m
5	5		Perkins+Will	USA	1148	\$390-395m
6		New	Sweco	Sweden	1100	
7	6		IBI GROUP	Canada	862	\$230-239m
8	7		HOK	USA	811	\$290-299m
9	10		Aedas	China	761	\$220-229m
10	8		DP Architects	Singapore	727	
11	12		Perkins Eastman	USA	711	\$250-259m
12	9		HKS	USA	695	
13	13		DLR Group	USA	675	\$260-269m
14	14		Foster + Partners	UK	659	\$190-199m
15	17		Stantec	Canada	640	\$340-349m
=16	11		White Arkitekter	Sweden	630	\$110-119m
=16	16		CannonDesign	USA	630	
18	18		SmithGroup	USA	609	\$210-219m
19	20		Heerim Architects & Planners Co., Ltd	South Korea	602	\$180-189m
20	22		Haeahn Architecture	Republic of Korea	583	\$100-109m

21	19		Nihon Sekkei	Japan	545	\$140-149m
22	23		ATP Architects Engineers	Austria	510	\$90-99m
23	21		gmp Architekten von Gerkan, Marg und Partner	Germany	508	\$80-89m
24	29		Atkins, member of the SNC Lavalin Group	UK	451	\$100-109m
25	34		AREP	France	442	\$130-139m
26	24		ZGF Architects LLP	USA	425	\$110-119m
27	26		Tengbomgruppen AB	Sweden	405	\$70-79m
28	25		Kume Sekkei	Japan	400	\$100-109m
29	27		NBBJ	USA	381	\$160-169m
30	30		BDP	UK	378	\$60-69m
31	31		Mitsubishi Jisho Sekkei	Japan	359	\$160-169m
32	32		HPP Architects	Germany	356	\$430-49m
33	33		LINK arkitektur	Norway	340	\$60-69m
34	40=		DLN (former name Dennis Lau & Ng Chun Man Architects & Engineers)	China	338	
35	28		P&T Architects and Engineers Limited	China	306	\$130-139m
36	91		LWK & Partners	China	305	\$80-89m
37	44		Kunwon Architects Planners Engineers	Republic of Korea	302	\$110-119m
38		New	ASYA	Philippines	301	\$10-19m
=70	67		Sheppard Robson	UK	175	\$30-39m
=70	78=		UNStudio	Netherlands	175	\$20-29m
=72	68		Jaspers-Eyers Architects	Belgium	170	\$20-29m