Should I wear black?

A study on strategies in the initial phase of the architecture firm

P2 evaluation report
June 2010

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Preface

This report is about starting an architecture firm. I sensed that next to the difficulties of starting any service oriented firm, the architectural profession is a tough surrounding in which to operate. Starting architects have a difficult task to compete with relatively few means in a tight market, which is filled with fierce commercial competition. Not only do experienced firms have much more chance at winning clients, the tasks of architecture firms are also taken over by specialised firms such as project managers, further threatening the architect’s position.

This report is the second physical instalment of the graduation track. It recounts the progress and makes the preliminary conclusions of this P2 phase explicit and also acts as a start-up of the P3 phase of the research.

In this way it is the official research proposal for graduation research in the Real Estate and Housing track of the faculty of architecture of the TUDelft.

I would like to thank the mentors and coordinators who guided me so far for their help: John Heintz, Clarine van Oel, Matthijs Prins and Rob Geraedts. I would also like to thank the architects for their time and to let me have a look at their views and strategies in the interviews.

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1. Research Proposal

1.1 Introduction
The subject of the research as proposed in this report is the starting architecture firm. This research will improve the starting conditions by giving advice on the best conditions and best strategies when setting up an architecture firm. It also provides an extensive description of the professional climate in which architects operate in order to improve the chances of success.

Quite some literature can be found on starting an architecture firm. Even more has been written on how to start a firm in general. There are many handbooks giving advice and step by step instructions on the best theoretical way of preparing oneself and on the difficulties experienced when starting. However these books are based on hypothetical situations and often use the experiences of selected successful architects to illustrate their findings but are often missing an empirical basis.

Not much has been researched about how this process of starting an architecture firm is experienced, if these instructions are put to use and if they provide the best results. Next to this, not all architects are the same. W. Coxe (1987) makes a widely used model on the categorisation of architects into six different firm profiles, all representing a different personality and approach or vision to the architectural profession. Although we can assuming this may influence the experience of, and the strategies used at the start, this theory has never been implemented in the start-up models and compared to the experiences of architects.

1.2 Type of research project
A preliminary investigation of qualitative nature will provide a description of and provide knowledge on the initial phase of the architecture firm. This will be conducted in the form of interviews prior to the main research. It will analyse the problems, professional developments and strategies in the architectural environment.

The main part of the research will compose of a quantitative research to provide causal answers to the research questions. It will describe the start-up process, but also the views, characteristics and personal strategies of starting architecture firms and compare them to those of experienced architects.

After finding differences, this will generate hypotheses and guidelines on how to improve the process and reveal where common mistakes are made and misjudgements is generally occurring.

1.3 Relevance

1.3.2 Academic relevance
Not much is written about starting an architecture firm. Much more is written about starting a business in general and about marketing and managing an architecture firm. This research will form a link between the two fields. This work will serve as an expansion on knowledge and information on starting architects in specific.

1.3.3 Social relevance
The research will provide information for starting architects to professionalise their firm. It will provide strategic guidelines on how to start an architecture firm and it will provide information on marketing in general. It will motivate starting architects to focus on the designing aspects as well as the management aspects of their firm.
1.4 Personal motivation

I feel the role of the architect is changing and the tasks of the architect are taken over by other specialized professions like developers. There is a shift towards a business orientation and a commercialization of the architecture activities.

Not all architects are well prepared for this change, since dealing with this commercialization is opposite to their professional beliefs. Architects are (and should be) above all artists, proud of their artistic participation in contributing to the evolution of the art, but also to the improvement of the built environment. The downside is that many architects have a natural aversion to all activities other than designing.

I feel architecture could use more managerial input to help it maintain as a serious competitor in its own sector. This can be achieved, either by giving the architects a guide to help themselves or to have the managerial functions taken over by others within the firm. These managerial functions could be learned during the education.

1.5 Personal interest.

My personal interest in this graduation project lies in the fascination for the architectural firm. Architecture is a profession which combines art and social involvement with entrepreneurship.

The reason I have chosen to graduate within the Real Estate and Management department of the faculty has been a rational one, in an attempt to combine architecture with an interest in management in general and people management in particular. The position of managing partner within a firm is an ideal way to stay close to the creation of architecture while running a business and trying to keep in touch with the developments within the architecture from the front line.

1.6 Study targets

With this research, I would like to increase my knowledge on architecture management and the design process in general. I would like to increase my knowledge on process management, without losing the touch with the architecture profession. Next to knowledge on the architectural practice, I intend to learn more on general themes of my research like management in general and knowledge on starting a firm or business in general.

1.7 Problem analysis

The image of the architectural profession in the world, but also in the Netherlands is one of making a lot of money, with a promising future. Reality shows us, that this image is not adequate. Many architects struggle to cope in a difficult market, in which they face a lot of competition.

The numbers acquired through a national inquiry by the BNA in 2007 show that especially the smaller firms have difficulties to remain financially stable. Of the firms consisting of up to 5 fte, only 44% manages to remain profitable. (Vogel, 2008)

The greatest difficulties are amongst starting architecture firms. These difficulties are caused by several reasons which are divided into three categories.

The problems in the first category are common start-up problems of service oriented businesses. These general problems for the architect are present with any professional starting a new business. The lack of experience, problems with administration, acquisition and marketing are experienced by all and especially service oriented firms.

Another problem is primarily present in architects, but also other artists. It seems architects have a natural disrespect for all that is marketing and business related. It is interesting to see that this
disrespect generally changes to distaste during the course of the career as architects realise that their career cannot rely on the quality of their work alone.

A third set of problems is related to professional developments in the architectural profession. The changing role of the architect and the decreasing demand for smaller architecture firms are exemplary problems related to such developments. These problems will be discussed in more detail later in the report.

1.7 Problem statement
“The initial phase is difficult for the architecture firm. This is only partly due to a lack of experience, trust, reputation and a network. The natural uncommercial business attitude of most architects and the developments in the professional business reinforce this.” In an increasingly competitive market, these difficulties are becoming even harder and there isn’t much help for the starting architects to face those problems.

1.8 Research questions
The research will try to find an answer to the main research question:

“Which strategies can be used by starting architectural firms to reduce the difficulties experienced in the initial phases of the firm?”

Prior to answering the main research questions, these sub research questions will be needed to be answered to provide basic information.

- “What determines the (feeling of) success for an architect?”
- “What strategies are used by starting architecture firms to gain a share in the market?”
- “What are the differences in marketing strategies between successful and unsuccessful firms?”
- “What are the differences in marketing strategies between starting firms and experienced firms?”
- “What are the correlations between strategies and self perceived success?”
- “How can starting architectural firms professionalise their business by increasing the success factors?”

1.9 Final aim
The final aim of this research is to expand the knowledge on managing an architecture firm, to expand the knowledge on starting a business and to combine these research fields into a new sub category of starting an architectural firm. It does so by gathering and ordering the views, strategies, characteristics and the course of starting existing firms and painting a picture of the process of the initial phase.

The image of the process will point out weaknesses, strengths, voids and trends, which can benefit the starting architecture firm in their competitive quest to grow to maturity as a business in the market. The research will produce theories and guidelines for starting architects in written form which can benefit starting architects during the initial phase or to prepare them during their studies before their start.

The research will not only gather quantitative data, but also qualitative data, which will strengthen the theories and prove hypotheses.
1.10 Research methods

The research will compose of different methods to provide information on different levels. The research sequence will incorporate multiple steps. The first two steps have been conducted in the first stages of the research.

1. The first step is to perform a literature study to find strategies for marketing, management, acquisition and starting a firm in general and to build up hypotheses on managing an architecture firm towards success. Literature study will provide a basis of knowledge on different strategies and management approaches to acquire success in general and on the management of an architecture firm.

2. Next some explorative interviews with architects assist in finding the success definition, as viewed by architects. They also provide an addition to the literature study on finding problems and strategies as defined by architects themselves. The interview is a way of finding the personal views of a (small) number of selected architects. Because the contact is very personal, the strategies can be discussed in depth and respondents are more likely to share personal strategies.

The next steps are to be conducted after this report.

3. The next step is to operationalize success. Not every architect sees the same amount of each aspect as success. Some architects have a stronger emphasis on financial stability, while others see the amount of publications or the respect of peers as the definition of success. A model comprising in a distribution of each of these factors will level out the disconsensus on success amongst architects.

4. Interviews with a selection of recommended architects will provide a broader view on strategies of starting architecture firms and experienced firms. For this research a selection of different kinds of architects will be interviewed. The differentiation will include the size, experience levels, strategy and the market sectors in which they operate.

5. A survey amongst a large number of architects will give a general overview of architects’ strategies. It will also provide a verification to check if the strategies discovered in the interviews are also used widespread.

6. By measuring the achievements of the different architecture firms, both starting firms and experienced firms, a comparison can be made to see whether and how strategies of architecture firms with different goals reach different levels of success.

7. By finding correlations between the used strategies, characteristics and achievements of firms, the research will conclude on answering the main research question.

1.11 Readers’ guide

Not all architect wished to have their interviews published. As much as possible, the information has been adjusted by omitting the sensitive information instead of revising it as to keep the raw data as much as possible intact. This may result in gaps in the interviews, but is deemed necessary as to publish the information as a clarification to the research.
2. Theoretical Framework: Problems

2.1 Introduction

This report focuses on the starting architect and the problems faced by starting architects in the start-up phase of their firm. This chapter will make an inventory of the problems in the first section. It will continue with an inventory of strategies used by architects with the addition of strategies as described by literature. This chapter also includes sections on the causes of the problems.

The problems faced by architects are of various nature and have different backgrounds. In addition some are more severe, periodical or complex than others. It is therefore needed to categorise the problems that occur during the start-up period.

The problems mentioned in this chapter have been found during the preliminary interviews with starting architecture firms by asking them frankly which problems they had encountered during their careers so far. This is why it must be noted that the problems mentioned in this chapter are not just applicable to starting architects, many problems are common to all architects, but experienced architects have found ways of dealing with them.

2.2 Common start-up problems of service-oriented firms

The first category of problems is focusing on the general problems of service oriented firms. The paradox of any starting service-oriented firm is that a firm will need experience to get work, but it needs work to build experience. A lot of literature focuses on the start of the architectural practice as guidebooks. The RIBA guide (2006) and Littlefield (2005) primarily focus on these common problems. They are a natural consequence of a new firm missing experience.

The starting architect misses trust, experience, portfolio, network and financial resources other architects have built up.

For clients interested in recruiting an architect, a building is a big investment. They are looking for a secure way of realising their dreams and usually go for someone they know. They seek an architect as a partner who can provide the assurance that they are capable of doing the job. An established architect has a record and portfolio to prove his creative capabilities, the starting architects only has his promise, which can be far less persuasive means to convince his client. This lack of trust is typical for a service oriented business.

Even if the starting architecture can persuade the client of his creative and innovative capabilities, it still lacks the experience, which often causes the client to refrain from choosing an inexperienced firm. The starting architect simply misses the persuasive means to convince potential clients and must rely on innovative means to realise projects.

Architects are generally not getting work from advertisement, as this is generally viewed as a devaluation of the integrity of the architect and is generally not done. Usually work is acquired through personal contact within a network of close contacts. This is in contrast with other design related firms like graphic design or website design (van Doorn, 2004). This necessity of a network surrounding the firm is also a problem for starting architecture firms, because they usually haven’t had the time to build this network yet.
2.3 Lack of business orientation

The lack of trust and experience are reasonable causes for clients to hold back in choosing a starting firm in any business providing service. However the architecture sector also faces other problems.

The second category is the typical mindset of the architect. Architects often feel culturally segregated from the rest of society (Cuff, 1992) and seem to have a different set of values even than other creative minds, characterised by a sense of professional honour, a lack of business mindedness, a strong disdain for marketing and the tendency of avoiding risk.

Architects are generally not very business oriented. They don’t feel the urge, nor see the necessity to view their architecture firm as a business. This is partially because architects see themselves primarily as artists, as stated by Gutman (1988) and because “most architects are victims of the myth that the quality of their work is their best marketing tool” (Littlefield, 2005).

These problems seem primarily like a combination of personality and naivety, for many of these problems become less apparent as the architect becomes more experienced. Additionally, as opposed to talent and luck, business orientation and marketing can be improved and are a powerful mean of control over success. “Strategic marketing is the solution for architectural firms of the future, emphasizing market and client orientation and the ability to communicate architectural qualities and services convincingly.” (Haupt, 2002)

Why architects are unprepared for their profession primarily at the start of their career is debatable, but many authors mostly agree that it is partly due to the way the architectural education is set up.

The educational program is set up in a unique way as to prepare the students in several development phases, similar to an initiation rite to the architects’ mind state in practice, also called the Culture of Architecture (Cuff, 1992). Also similar to initiation rites, architects wear distinct clothes, distinctly identifying them as belonging to a group, resulting in the architect being easily recognisable as such with black glasses and clothing.

This stereotyping is widely recognized and was an inspiration for the title of this report.

Fig 1: The instant architect src: coudal.com  
Fig 2: C. Rau, Why do architects wear black? src: Springer.com

The main emphasis in the architecture studies is on the development of skills, knowledge and dedication and the development of oneself, rather than learning predefined textbook facts. Rather
than a single or a few theories, each architect is urged to define a new solution reflecting on the current state of society (Cuff, 1992).

By being taught that some qualities, like talent, passion and good aesthetic judgement cannot be taught, but is rather due to a given talent, the separation from the general public is accompanied with the development of a sense of having certified taste. (Cuff, 1992)

However, the main criticism of the architectural program is the emphasis on the conceptual and knowledge of architecture, not preparing the students for the practice of architecture. It must be noted that in the Netherlands this only applies to the Technical Universities of Delft and in less degree of Eindhoven. Several architects observed that many architecture firms do not wish to employ graduates of these institutions and consequently wondering if the current curriculum is efficiently suited to the current professional environment.

- “[The architectural] education is steering us towards becoming starchitects?, but those aren’t needed anymore” (O. Vos 2010).
- We were always focusing on our own projects and the buildability was left out. The most important thing I realised is that architecture is about working together (O. Langejan, 2010)

2.4 Problems due to developments in the architectural profession
The third category of problems is of a more contemporary nature and puts the focus on the professional development in the past years. These changes range from developments in the last years to developments in the last 25 years.

2.4.1 The deterioration of the architectural profession towards an aesthetical advisor
The most often mentioned threat to the architectural profession is the changing of the architectural position. In a traditional organisation of the functions in a building project, the architect is advisor, designer, manager and a representative of the client. However, primarily in medium sized and larger sized projects, this simple distribution of tasks can no longer be found in the contemporary building industry.

![fig 3: Traditional organisational diagram](image)
![fig 4: Contemporary organisational diagram](image)

Nowadays, project managers are hired to control costs, time and the process. During the past decades, architects have gradually gained an image of arrogant soloist, focused on their own personal interests, like fame and artistic expression. In the process architects neglect the demands of clients ruining projects, with costs going over budget several times being no exception. This image is also viewed by the younger generation of architects, who complain that today, architects are not trusted by clients to realise their projects.
Next to the lack of trust in the management capabilities of architects, other developments also threaten the once singular position of the architect. The extremely rapid rise in capabilities of computer aided design and 3D visualisation programs ask too much of architects to master it all by themselves. Global concerns about the environment have intensified the legislation on environmental issues, resulting in environmental advisors and mechanical consultants specified in these issues. Architects simply do not have the time and capacity to be able to deal with all issues.

The main problems are that the architect loses control over his design and that dividing the same total budget amongst more actors will result in a lower fee for the architect.

2.4.2 Decreasing demand for small architecture firms
The number of architecture firms is growing each year, but the amount of work is not growing at the same rate. (Vogel, 2008) Particularly the past year has seen a spectacular rise in the number of architecture firms. The recent financial crisis has primarily been the cause for this. Because of the growing distrust in the financial and real estate market and the difficulties for investors to find back-up financing for their plans, there is a decrease of workload, which has been resulting in a wave of architects being fired in larger firms. (BNA, 2009) All these architects, having difficulties finding work at other firms, have turned to form small architecture firms of their own, being the main reason of the rise in architecture firms.

The 90’s have been characterised by a seemingly never ending growth in both the economy and the amount of work for architects. The rise of the starchitect was a result of this optimism. A lot has changed in the last decennium and optimism has given way to insecurity.

Developers are reacting to the feelings of insecurity and have found refuge in awarding more projects to medium and large size firms in search of security, leaving the smaller firms out.

This situation of less work for more firms is increasing the competitiveness in the sector. Haupt (2002) also sees the growing liberalization of the market as well as the constant rise in the numbers of competitors (independent and commercial planners) to be the source of intensified competition and worsened working conditions.

2.4.3 Tendering on price
Due to recent regulations, for architects, offering a fixed fee price as a percentage of the total sum is no longer practice. It has become more common to bid on the fee, thus stimulating free market competition. A disadvantage is the fact that architects were already working with tight budgets and are now lowering their own fees even more, resulting in lower salaries in the general architecture profession.

2.4.4 European tendering
A threat that is widely seen amongst architects, particularly those of higher age, is the recent developments in European tendering. These European regulations for governmental assignments are initially meant to improve the supply and demand chain within the entirety of Europe to give every firm an equal chance of winning a bid from any European government. This would improve transparency and mutual recognition (europeseaanbestedingen.eu).

The regulations are instated to have a fair treatment of all firms within the European Union equally. Often, however, instances get around these regulations by setting high demands on experience, which are impossible to meet by starting architecture firms. This causes the regulations to back-fire and result in fewer orders for the smaller architecture firms.
3. Theoretical framework: Strategies

3.1 Introduction
As described earlier, all architecture firms face problems at their start-up. To have a clear overview of possible strategies, an inventory has been created with the help of the preliminary interviews an inventory of strategies has been created. The list of strategies has been expanded with strategies as found in literature.

The strategies are all strategies to eliminate or counter problems in their own ways and differ greatly from each other in means of applicability and complexity. A lot has been written on strategies, which doesn’t fit all in the scope of this report. This list features the most interesting strategies, which needs more clarification. The final P5 report is projected to feature a more extensive list.

3.2 Inventory of used strategies

Make use of the funds for starting artists, starting architects or for research
Although it might seem rather trivial, many architects forget that they are eligible to funds and subsidies, like the BKVB and the SFA. Other architects claim they don’t apply for the funds, because they think they will not make it through the selections or are afraid of rejection, as it is mandatory to enter a portfolio.

Gain experience at an architecture firm
Most interviewed architects see it as a necessity to gain experience at another firm before setting up your own firm. This is also recommended by authors like Foxell (2006) and Littlefield (2005). Working at an architecture firm for a few years has many advantages. It is widely seen that the education at the universities, especially at the TUDelft is not sufficient as preparation to the real architecture business. Many architects advise to work for a few years at an architects’ office before starting your own firm.

Not all architects agree with this strategy. Depending on your firm typology and your personality it could prove a better idea to start directly after your studies, especially if you already have one or more assignments. You can always decide to start working at a firm later on. If you prefer a hybrid solution, you can opt for a part-time job next to your own projects.

Write a business plan
Writing a business plan is a tool to professionalise the firm. It forces architects to think about their vision, mission statement and future plans, for the short term and the long term. Most importantly, when an architect consists of multiple partners, the business plan offers a directory and a consensus for all partners. Often, writing the business plan is postponed when an assignment is acquired, but it is wise to put effort in finding time afterwards to write it.

Many topics should be addressed in the business plan. A lot has been written on how to write a business plan. The RIBA guide gives extensive step-by-step handbook on this subject.

Networking
During the interviews it was clear that one of the most important strategies to develop is the acquisition. Networking is largely seen as the most important tool for acquisition. It is not only important to reach new potential clients, but also to keep in touch with the people in your network. To increase the network, it could be beneficial to join clubs, attend parties and events. After contacts are added to your network, they should be treated loyal. Send reminders and follow up on a contact with a telephone call or email. (E. Haupt, 2002)
Build trust
As Erik Moederscheim mentioned, the image of a (halfway) built building opens more doors than a hundred pictures of the most beautiful concepts. Having built a real project shows that as an architect you have the persistence to build. Many architects start a firm with a cause, for example because they acquire a first assignment. This first assignment is often mentioned in the interviews as a cause for the next assignments, thus providing the start of the career. If architects start a firm without having a first assignment, it could be interesting to build a first project by yourself. Consider the spontaneous Bucky Bar by DUS Architecten or the pavilion by LilithRonnerVanHooijdonk. This form of guerrilla building, might not have a long life, but if published well and by taking good photographs, this project can act as the initiator for future projects or cause a stir to build a name on.

Make a booklet with your projects
To gain trust from your client a booklet or portfolio is always helpful. Even though in the research conducted by Roberti (2009), many architects state that a booklet is not the best way to promote yourself, for a starting architect it can be very convincing to show images and ideas on projects. Even if you are lucky to have a client who is willing to invest in a starting architect with little experience, you still need to convince him of your ability as an architect. If you don’t have the means to do this with built experience, rather you might with your ideas present in the booklet.

Use professional photographers to get your work published
Professional photographers play an important role in the field of architectural journalism. Many architectural journals and websites have a policy not to have many internal photographers. Instead they pay freelance photographers that travel the country or even the world in search of interesting projects. Usually the photographer gets paid by the architect and subsequently searches a magazine or website to sell the photographs to. For many architects this is the only way to get projects published as no journalist knows all new projects. The investment to hire a professional photographer can be high, with an European average of €681, - per project (Forlati, 2008), especially for a starting firm, but it pays back eventually.

Join young architects’ networks or platforms
There are plenty of platforms for starting architects with different occupation, interests and means, but all of them have the same goal. To propel the career of starting architect firms. These platforms have different themes, ranging from a more theoretical approach by providing a platform for architectural discussion to organisations the branding of sponsoring partners. An extensive list is included in the appendices of this report.

Collaborate
Many of the interviewed architects point out to be working in various degrees with other architecture firms. Especially the younger architects with less experience have good experiences with this way of broadening their capabilities. It is interesting that the collaborations are with both other starting architects as with more experienced architects. Both collaborative efforts have their own specific benefits. Several starting architecture firms can help each other during the most stressful periods and can motivate each other.

In a different perspective, collaboration with experienced firms can provide advice to the starting firms. In addition, in the interviews a more profound form of collaboration was mentioned. Many medium or large size architects have had to cut back on personnel following the recent recession. Usually, this leads to vacant space within the office, which is gladly subletted to young starting architects.

This situation is beneficial for both parties, as the experienced firm can use the fresh, young architects walking around in the office, while the younger firms benefit from the experience and the
facilities of the older firm. In another model, starting architects work together with experienced firms to bid together in European tendering bids.

**Expand the role of the firm**
Several architects have taken a new, more pro-active approach to the diminishing supply of assignments. They search and create their own assignments either by taking a project developers’ role or by actively contacting developers and municipalities with concepts and project visions, thus expanding the role to also include earlier stages in the building process.

**Expand your activities**
In the initial phase, the portfolio is an important To quickly produce material for a portfolio, accept assignments in fields adjacent to architecture. Semi-architecture, like interiors, stands at events or small pavilions and non-architecture, like furniture and other products can provide a view on your ideas. Research projects can on the other hand increase your knowledge and can improve your architectural view. It also provides contact with people in the right positions.

**Join competitions**
There are many competitions and prizes to be won. Not only does it give you a good impression on what your value as an architect is, but a competition can serve as the springboard for your career. Many architects that won one of the more prestigious prices had their careers take off from that point on. A reason to start with it early is that many of these prices are deliberately meant for starting architects and that later in the career, it is much harder to find the time for such competitions.
For the Dutch architects there are many illustrious competitions to participate in, such as Archiprix, Europan, AM NAI prijs, Jonge Maaskant Prijs, Mies van der Rohe award and the Prix de Rome.
4. Further development of the research

4.1 Introduction
This report marks the moment of the conclusions of the P2 phase of the research. This is the preparation phase prior to the actual data collection of the research.

The majority of data collection to answer the research questions will be conducted in the P3 phase. This chapter will give an overview of the further developments in the research, a survey and more interviews.

4.2 Theory

4.2.1 Firm typologies
It is easy to stereotype architects, but in practice we will find that not all firms are the same. There are as many types of firms as that there are firms itself. There is a lot of literature written to try and put firms in typologies easy to operationalize.

Coxe (1987) uses a method to categorise firms into typologies. The method starts by making a distinction between three firm profiles; the Strong-idea firm, the Strong-delivery firm and the Strong Service firm. This categorisation makes a division based on personality, strengths and views on the architecture firm. In addition to a division in firm profile, firms are also divided in different management strategies. The practice-centered business has a loose firm structure and focuses on the design, while the business-centered practice is rather structured and focused on the business related matters. These firm profiles and management approaches form a total of six firm typologies.

Although Coxe is not alone in defining categories for architecture firms, his method is widely used in more or less its pure form. However, the method has the disadvantage that not all architects are clearly classifiable and architects themselves are reluctant to admit they only focus on one aspect of the profession.

It is important to divide architects into typologies, because it makes a clear distinction in the personalities of architects. Not all personalities benefit from the same strategies. A categorisation of the firms in the survey will find the most useful strategies for each firm.

4.2.2 The definition of success
The definition of success as given by architects will give insight on the fields architects view as success factors and breaks down the success in a number of factors, which can be measured separately. These factors can be found with exploratory interviews with architects.

As mentioned by Haupt (2002), and van Doorn (2004), many architects don’t have the same definition of success as entrepreneurs in other sectors. Many architects see themselves mainly as artists and don’t see financial security necessarily as an indicator of success (Littlefield, 2005). Another characteristic of the view on success is that it changes as the architect becomes more experienced.

Despite this, success can be broken down in different factors, which are always present, but in a different degree, as valued by each architect by his or her personal preferences.
These factors could be compared to the ingredients, which are all necessary to form a meal, with each architect having its own recipe with the amount of the ingredients according to his or her own taste.

**Income**

Income is considered a basic condition for a successful career. Especially when the responsibility for a family is involved, financial stability is a required.

Financial success is measured by determining the average income within the field. This differs for the amount of years one is active. In this research the average income for a graduated architecture student after five years will be used to set a benchmark for the financial factor of success in the architecture firm.

The average income of an architect five years after graduation is €2.525,- per month according to E. Berkhout (2008) in the Elsevier magazine, which publishes a leading yearly report on graduates’ average incomes.

This corresponds to a yearly income of €30.300,-. In the architects’ CAO (Collectieve arbeids overeenkomst) (a collective bargaining agreement or CBA in English) this corresponds to a Scale 7 level of salary after five years. (Zuidweg, 2009)

**Reputation**

Many architects see reputation as an important factor of success. (van Doorn, 2004) Even though the reputation of an architect is subjective, a general indicator of reputation which will be used in this research is the amount of publications an architect of his firm has. This method is also used by Architectenwerk to measure the popularity and reputation of architects and list the most published architects in a top 40 list, (ArchitectenWerk, 2009).

Publication of their work is considered by architects as the measure of the acceptance and significance of their work, but also published interviews or the demand at universities for lectures can be an indicator to measure success.

It is important to make a distinction between the reputation built up within the circle of peers and the reputation built up in the market. Architects prefer to be lauded by peers, but the reputation within the market of laypersons will secure the architect of more work. This distinction will be made in the research.

**Firm consistency**

With reputation and income, the future of the company itself is not guaranteed. The architecture firm needs a consistent flow of work. This condition implies the work portfolio is satisfying the need of future consistency. The consistency is measured in this research as the correspondence of factors in conformity with the market, such as the amount of work, the diversity of the work, the value of the company, etc. The benchmark to measure these factors is the average architecture firm.

4.2.3 Achievements and goals

It should be mentioned that some of the success factors will not be met by starting architecture firms within the five year limitation set in this research. They don’t get published at all or their firm don’t reach a minimum level of income. The success factors are more often wishes than realities and some architects will state their goals for success more realistically than others. This makes it difficult to measure success objectively.

A way to measure the success is to separate success into to two other factors. An architect’s feeling of success is defined by his achievements as a section of his goals. Both these factors can be measured independently.
To measure an architect’s goal, is to ask him what his priorities in his professional career are. Then, his achievements can be measured by looking at his career path. When the achievements are measured against an architect’s goals this provides an image of his success.

4.3 Survey
The main data collection method of the research will be the conducting of a survey amongst architects. The goal of the survey will be to find the correlation between the various sets of variables mentioned in the previous sections.

- Firm characteristics
- Firm preparation
- Firm strategies
- Firm typologies
- Professional goals
- Firm achievements

The survey will be used to measure the general use within the architectural community of strategies used to improve the starting conditions of firms. The data of the survey will provide correlations between the variables of used strategies, firm characteristics, firm typology, preparation, personal goals and vision on architecture and the firm’s achievements.

The survey will give a global idea and description of the initial phase. By means of a questionnaire, the characteristics of the initial phase and the management strategies of architecture firms will be discovered.

In literature, one can find many strategies and views on how to run or start-up an architectural practice. These strategies are, however theories and not always can they be used in every case.

A disadvantage of a survey is that it is not personal, making it impossible to ask for in-depth questions. This can be solved in a new round of additional interviews in which these specific questions can be asked.

The interviews will provide personal and practical views on management and marketing strategies. However, with interviews, it is not possible to question many architects. The interviews are incapable of revealing a broad view. There are many types of architects which all have their own personal strategies. The interviews cannot cover the whole spectrum. The survey will reach much more people, but on a much superficial manner, and thus will primarily be a way to find the correlation between the used strategies and the achievements of architects. Additionally, the survey will test if these strategies are broadly shared.

For the questionnaire of the survey the software program NetQ will be used. This is the standard software for surveys at the TUDelft and creates online questionnaires, which are easy to process and easy to use.

The survey will be conducted amongst as many architects as possible, preferably a mixture of starting firms and experienced firms and of successful and unsuccessful firms. The first three categories will not be very difficult to find, the data of these architects can be found in the database of the BNA or SBA. The most difficult category will be the unsuccessful architects.
By looking for the registration data of architects in the last five to ten years at the Chamber of Commerce, the data can be found. The Chamber of Commerce has 12 different departments, which do not keep track of businesses in other districts. According to numbers of the BNA in Joep Habets’ presentation, the most architecture firms are located in the provinces of Zuid-Holland, Noord-Holland and Noord-Brabant. The most efficient way of finding the largest amount of architects is by using the databases of these provinces.

In the search for unsuccessful architects, it will be apparent that not all architects still have the same addresses or telephone numbers as when they started. Hopefully, many of these architects may, however, still be found with only their names and their addresses.

It should be noted that the research of Y. Roberti also set up a survey held under the total data base of the BNA. After an announcement on their website and a personal email to 1441 members, only 235 architects responded to the request. (Roberti, 2009)

It should be wise to take this in account and in order to provide a minimum of 200 respondents, the entire database of the BNA and the Chambers of Commerce should be contacted individually to obtain a required number of respondents.

In the appendix there is a preliminary questionnaire as will be used. It is in Dutch, because the questionnaires will be conducted amongst Dutch architects.

It must be noted that experienced architects who are talking about their initial phase could have a tendency to romanticise or dramatize the initial phase. These respondents must be separated from the starting architects by including questions about their experience. The experienced architects participating in the survey will provide information about their recent management strategies, to be able to compare those to the strategies of starting architects.

4.5 Definition of the initial phase

The research will focus on the initial phase of the architecture firm. This period is defined as the period in which the architecture firm is installed and growing. This section will give a brief definition of the initial phase.

The start of the researched period is defined as the moment of graduation for the architect. This moment is chosen because this is the moment the study is over and the student’s life path becomes a career. During the studies the focus lies on the studies and the eventual accomplishment of the graduation. Even though architecture is important, side projects are always on a lesser attention level compared to the study. After graduation, architecture becomes the main source of income, but also the main way of life. This means this research will exclude the architects’ work in the field done during his studies.

Another criterion is the registration at the chamber of commerce. This is a step that is necessary to professionalise the firm and to be able to send invoices, thus generating income in a legal way. It is also a step that shows the architect is serious enough to invest in the further development of the firm.

The end of the initial phase is defined as the moment where some levels of continuity have become apparent in the situation of the firm. There is a minimum level of success. There are several factors that can contribute to this feeling of success. Not all of these factors can easily be measured, the survey could serve as a way to operationalize and measure the views and impressions of these factors. The main factors are discussed in the next paragraph.
However, not all firms ever reach this continuity. Some architects wander off to other fields or acquire a job parallel to their architecture firm. This is either because they are met with a good offer, or because at a certain moment the architecture firm isn’t providing enough income or satisfaction and the architect seeks this in another way. Architects develop a loss in interest in their practice and the firms become a “sleeping architecture firm”.

To prevent this effect to have an influence, a time limit is installed to exclude all sleeping architecture firms. The limit is set at five years after the start of the initial phase as described above. After five years, if the architecture firm is still in an initial stadium and the work cannot provide the shareholders financial security, one can assume that the firm is either not capable of management or the interest in the company is too low and thus has become a sleeping architecture firm.

4.6 Further interviews
To improve the knowledge on the initial phase of the architectural firm, more interviews are needed. The interviewed architects in the initial round were chosen randomly, providing a broad range of starting architects, with different backgrounds and characteristics. During the interviews the architects were asked to name interesting architects with a distinct approach to the architectural profession as starting architects or that are relevant to the discussion on the changes in the architectural world.

A second round of interviews in a later stage with a selection of specific architects will be informative to gain more knowledge on specific new strategies. A list of architects is added in the appendix section of this report.

Next to starting architects, other actors are to be interviewed too. Experienced architects will provide a rational look at strategies used by starting architects. Project developers will give a look at the other side of the architectural profession and as professional clients will point out weaknesses of starting architects.

The people behind the organization of architectural platforms and discussion forums for starting architects are better at formulating the problems architects face.

To measure the professionalism of architects compared to professionals in other fields, interviews with other starting firms in other sectors will prove informative.
5. Research organisation

5.1 Scientific domain
The research fits in the Design Management domain. A second domain is that of General Management theory.

5.2 Mentor
I have proposed Dr. J.L. Heintz as my first mentor. With his experience with architectural design management and contacts, he will be of help throughout the graduation and a valuable asset to resources.

As a second mentor I have proposed Dr. Clarine van Oel. Her experience with quantitative research will prove valuable in the organisation of the questionnaire and the analysis of the data.

5.3 Schedule
This P2 report is scheduled to bring an end to the P2 phase of the research in June 2010. During this phase the preliminary interviews have been conducted and literature study has reinforced the obtained findings.

The time usually set for a graduation research is a full academic year. However, after the P2, due to other academic obligations the graduation will have to be postponed for a half a year, until the start of the next semester.

The second half of the graduation process will start in February 2011 and the predicted date of graduation will be June 2011.

During the break more interviews are scheduled to reinforce the theory on the start of the architecture practice and the possible strategies to (deal) with the changes in the architectural profession, the conclusions of which will be used in the remainder of the research.
Also during the break, contact with the BNA is scheduled to inquire for accompaniment and involvement in the research.

The survey is scheduled to be conducted in the P3 phase. The P4 phase will be used to process the data of the survey and to prepare the conclusions and the final report.

5.4 Graduation company
A graduation company has been chosen as an auxiliary and collaboration source for the research. The best option in common interest is the BNA, the Dutch National association of Architects. The research can provide insight in the starting phase of their members and can serve as help for their starting members.

The BNA has not been contacted yet, due to the break in the research timeline, but it has expressed interest and will be contacted before the start of the P3 phase.
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**Glossary**

**BKVB**
Fonds BKVB, Fonds voor beeldende kunsten, vormgeving en bouwkunst  
A subsidiary funds for starting architects, and artists,

**BNA**
Bond van Nederlandse Architecten. This abbreviation of the name of the  
Dutch association of architects is often used. The full name being:  
Koninklijke Maatschappij tot Bevordering der Bouwkunst, Bond van  
Nederlandse Architecten

**European Tendering**
A joint European set of regulations to increase European market forces.

**Fte**
Full time equivalent. The term used to measure the workload of employees.  
One fte amounts to the workload of one full time worker.

**GDP**
Gross Domestic Product. Used as a measure of a countries general economic  
output. The Dutch translation is BBP or Bruto Binnenlands Product.

**HBO**
Hoger Beroeps Onderwijs, Higher education. The second highest level of  
education in the Netherlands.

**SBA**
Stichting Bureau Architectenregister. The Dutch foundation for the  
registration of architects. As opposed to the BNA, membership to this  
association is mandatory and personal. The BNA is voluntarily and is an  
association for firms.

**SfA**
Stimulerings fonds Architectuur. A subsidiary funds for architects.

**Starchitect**
A contemporary description of architects who have become widely known  
until stardom.

**WAT**
Wet op architecten titel. The law for the protection of the architect’s  
title.
Appendices

Appendix A  List of platforms for starting architects
Appendix B  List of architects for future interviews
Appendix C  Interview questions in Dutch
Appendix D  Survey questions in Dutch
Appendix A. List of platforms for starting architects

**Arcam discussieplatform**
Arcam organises discussion platforms to which starting architects are stimulated to join to find new ideas on architecture.

**Architectuur locaal**
A collection of architecture centres in the Netherlands organising lectures, discussions, excursions and information platforms.

**Anet**
A consortium of young architects in the North West Centre area of the Netherlands with a goal to improve the discussion on spatial infill.

**BNA**
The BNA also has many events and a platform for starting architects.

**De Architect**
The architecture magazine has a small platform for starting architects. The goal is primarily to create a discussion, which is to be published in their magazine.

**Generatie 3.0**
Van Bergen Kopla have started a discussion forum for a new view on the city of Rotterdam by 16 starting architects under the name of Generatie 3.0. Their goal is to start a discussion on the .. of Rotterdam.

**Het experiment**
A project set up to provide practical experience to starting architects.

**Nederland wordt anders**
A research lab organising an event for starting architects to present themselves and to have discussions.

**Vloer 12**
A platform for starting architects with a commercial goal. It provides work and experience provided by a consortium of contractors and developers in exchange for ideas.

**Wonderland**
A European platform for starting architects, with a goal to support discussions and ideas on general issues related to starting architects.
Appendix B. List of architects for future interviews

Van Bergen Kopla architecten (initiators of Generatie 3.0)
www.vanbergenkolpa.nl

Atelier Kempe Thill
Kempe Thill is also a member of generatie 3.0 having a large influence on the contemporary direction of the architecture business.
www.atelierkempethill.com

Kersten Geers David van Severen
Even though this firm is based in Brussels, Belgium, it has been mentioned by several interviewees as a recently founded firm with new ideas on the architecture market.
www.officekgdvs.com

Eklund Terbeek
www.eklundterbeek.com

XML architects
www.x-m-l.org

Monadnock architects
www.monadnock.nl

Powerhouse Company
www.powerhouse-company.com

Sputnik
www.studiosputnik.nl

Architectenburo JMW
www.jmwinfo.nl

Next Architects
www.nextarchitects.com

Sprikk, office for architecture, urbanism & interior design
www.sprikk.com

Marc Koehler architecten
www.marckoehler.nl

Studio Ljubo
www.studioljubo.com
Appendix C. Interview (Dutch)

**Studie en eerste periode**


2. Daarna bent u bij een bureau gaan werken. Heeft u bewust gekozen om eerst ervaring op te doen? Denkt u dat het veel heeft opgeleverd? Werkte dhr (...) bij hetzelfde bureau?


4. Waarom bent u uw bureau gestart met (...)/alleen? Was dit eerder omdat u voelt dat u elkaar aanvult dat dit discussies opwekt, of juist omdat u in de zelfde richting denkt en daardoor juist weinig meningsverschillen zult krijgen?

5. Wat heeft gedaan in de tussenperiode om een inkomen te krijgen?

6. Heeft u een ondernemingsplan geschreven? Voor uzelf of alleen voor de bank? Welke onderwerpen heeft u behandeld in uw ondernemingsplan? Heeft u in uw ondernemingsplan ook beschreven hoe u opdrachten wilde binnenkrijgen?

7. Hoe heeft u uw eerste opdracht/(en) binnengekregen? Wat waren dat voor opdrachten?

8. Op een gegeven moment zijn de vrienden en bekenden op en moet u zelf actief op zoek gaan, hoe deed u dit? Heeft u daarbij actief een marketing plan opgesteld, specifieke methodes? Heeft u een unique selling point ontwikkeld? Hoe zorgt u ervoor dat u klanten kunt overtuigen?


11. Ik zag dat jullie ook op andere vakgebieden actief zijn. Heeft dit vruchten afgeworpen?
Visie en doelen

12. Een algemene vraag: Wat ziet u als succes? Wat zou u (minimaal) willen bereiken?
   Hoe ziet u:
   
   - Een bepaald inkomen
   - Het winnen van prijzen
   - Groei
   - Verschil tussen dewaardering bij het grote publiek of waardering bij collega-architecten
   - arbeidssatisfactie
   
   Publicaties
   - Het binnenhalen van prijswrags

13. Hoe denkt u dit succes te bereiken? Over hoeveel tijd? (indien kwaliteit: dat zegt elk bureau, wat heeft uw bureau anders?)


15. Wat is uw ideale bureaugrootte? Waarom? Wat voor samenstelling? Architecten? Partners?
   Werknemers? Tekenaars? Stagiaires?
   - Hoe wilt u langzaam groeien? Welke sfeer wilt u nastreven? Hoe is de hierarchie verdeeld?
   - Bij meerdere projecten tegelijk: teams? Of 1 of 2 architecten die ontwerpen en uitgetekend door tekenaars.
   - Wat voor type bureau ziet u voor ogen? Veel produceren (geld verdienen) of beroemd?

16. Wat voor type architecten zou er bij willen hebben? Architecten die in de zelfde richting denken als u, zodat u meer en sneller gedan krijgt of juist architecten met iets andere mening en achtergrond, zodat zij u aanvullen en uw bureau completer maken? Wat denkt u in de begin fase in te huren?

17. Er bestaat in de literatuur een verschil tussen bureau’s die meer een kantoor zijn, alles goed geregeld en kunnen daardoor goede service verlenen. Klant en bedrijf gericht. En de meer ontwerp gerichte bureau’s. Steken meer tijd in ontwerpen en maken innovatieve ontwerpen, maar het bureau is chaotischer, men gaat minder goed om met hun personeel, zijn vaker te laat.
   - Op een schaal van 1 tot 10, hoe ziet u uw bedrijf?
   - Business centered practice en Practice centered business.

18. Burgerlijke status & Huishoudsamenstelling
Strategieen

19. Jullie hebben inmiddels aardig wat projecten op jullie site staan, hoeveel zijn of worden gerealiseerd?

20. Welke strategieen gebruikt u om klanten te werven?

21. Heeft u het gevoel dat u veel moet doen om opdachten binnen te krijgen? Hoeveel tijd besteed u hieraan? Was dit eerst anders, of bent u van plan dit te veranderen?


23. Op welke manier houdt u uw naamsbekendheid in stand? Persberichten, PR, etc?

24. Vroeger hadden architecten meer taken, zij zorgden zelf voor management, constructie en installaties. Tegenwoordig worden de taken steeds meer verdeeld over gespecialiseerde partijen. Hoe ziet u de steeds verder inperkende taken van de architect?

25. Hoe gaan jullie om met deze specificatie? Proberen jullie je te verbreden of zoeken jullie juist die specificatie op, omdat dit de kans geeft je meer te focussen op het ontwerp.

26. Op welke manier ziet u een verschuiving in de architectuurpraktijk in de afgelopen tijd? Welke positieve verschuiving? Welke negatieve verschuiving?

27. Op welke vlakken denken jullie dat startende architecten een kans maken? In welke sectoren?

28. Wat is het grootste obstakel voor startende architecten op dit moment?


30. Wat is de grootste fout die u tot nu toe gemaakt heeft?

31. Heeft u zelf nog iets toe te voegen, waarvan u denkt dat het een aanvulling kan zijn voor mijn onderzoek?

32. Kent u andere architecten die onlangs zijn begonnen? Andere architecten die een bijdrage kunnen leveren aan het onderzoek?
Appendix C. Preliminary survey (Dutch)

Deel 1 Introductie

33. Hoe oud bent u?
   Invullen
   ( ) jaar

34. In welk jaar bent u afgestudeerd?
   Invullen
   ( ) jaar

35. Aan welke instelling bent u afgestudeerd? (relevant??)
   ( ) TUDelft
   ( ) TU Eindhoven
   ( ) Academie van Bouwkunst
   ( ) Arnhem
   ( ) Groningen
   ( ) Maastricht
   ( ) Rotterdam
   ( ) Tilburg
   ( ) Buitenland
   ( ) Elders

36. Wat is uw huishoudsamenstelling? (Minder relevant?)
   Multiple choice
   ( ) Alleenstaand
   ( ) Samenwonend/getrouwd
   ( ) Samenwonend met kinderen

37. Bent u zelf op dit moment partner bij/ eigenaar van een eigen architecten bureau?
   Keuze
   ( ) Ja
   ( ) nee
   Indien ja bij 5:

38. Hoe lang geleden bent u begonnen met dit bureau?
   Wanneer bent u uw huidige bureau gestart?
   Invullen
   ( ) maanden of
   ( ) jaren

39. Met hoeveel partners bent u het bureau gestart?
   Invullen
   ( ) aantal

40. Is het bureau momenteel actief (heeft u momenteel opdrachten lopen?)
   Invullen
   ( ) ja
   ( ) nee
41. (indien bij vraag 8 ja:) Uit hoeveel werknemers bestaat uw bureau nu?
   Invullen
   Partners: ( ) aantal
   Overige werknemers: ( ) aantal
   Werknemers totaal: ( ) aantal
   Projectarchitecten: ( ) aantal
   Indien Ja bij vraag 6:

42. Hoeveel uur werkt u per week?
   Invullen
   ( ) uur
   Indien nee bij vraag 6:

43. Voor hoeveel fte per week bent u aangesteld?
   Invullen
   ( ) fte

44. Hoeveel uur per week brengt u daadwerkelijk in rekening?
   Invullen
   ( ) uur

45. Wat was de directe aanleiding om uw bureau te starten?
   Meerkeuze (meerdere mogelijk)
   ( ) ik kreeg een (eerste) opdracht
   ( ) Ik ben ontslagen bij mijn vorige werkgever
   ( ) Ik heb gesolliciteerd, maar ik kon geen baan vinden
   ( ) Ik was al van plan om voor mijzelf beginnen, maar het kwam eerder niet uit
   ( ) Ik ben afgestudeerd
   ( ) Ik deed mee aan een prijsvraag

46. Indien bij vraag 8 nee: Waarom is het niet meer actief?
   ( meerdere keuzes mogelijk)
   ( ) Onenigheid met partners
   ( ) Vaste aanstelling elders
   ( ) Eerste opdracht als professioneel bureau
   ( ) Doorstart als ander bureau
   ( ) Afgestudeerd
   ( ) Financiële problemen (<- hoe dit te vragen?)
   ( ) Er waren geen opdrachten meer

47. Hoeveel publicaties heeft u behaald met gebouwen die in de afgelopen 2 jaar?
   Invullen
   ( ) aantal

48. Hoeveel publicaties heeft u in uw eerste 2 jaar als zelfstandig architect behaald?
   Invullen
   ( ) aantal

49. Hoeveel prijsvragen heeft u gewonnen in de afgelopen 2 jaar
   Invullen
   ( ) aantal
50. Hoeveel prijsvragen heeft u in uw eerste 2 jaar gewonnen?

Invullen
(  ) aantal

51. Is uw inkomen?

(  ) Beneden modaal
(  ) Modaal
(  ) 2 keer modaal
(  ) meer dan 3 keer modaal

52. Hoeveel prijsvragen voor startende/jonge architecten heeft u gewonnen?
(Archiprix, Jonge Maaskantprijs, Europan, etc)

Invullen
(  ) aantal
Deel 2. Werkervaring tijdens studie

53. Hoeveel tijd zat tussen uw afstuderen en beginnen bureau (is te herleiden uit vraag 2 & 7)
   Invullen
   ( ) Maanden

54. Heeft u tijdens uw studie een bijbaan gehad of stage gelopen bij een werkgever?
   Invullen
   ( ) Ja, stage
   ( ) Ja, bijbaan
   ( ) nee

Indien bij vraag 14 (~) Ja:

55. Bij welk type instelling heeft u gewerkt/stage gelopen?
   Invullen
   ( ) Bij een onderwijs instelling
   ( ) Bij architectenbureau
   ( ) Bij ingenieursbureau
   ( ) Bij stedenbouwkundig ontwerp bureau
   ( ) Bij ander bedrijf (bouw gerelateerd, bijv makelaar, vastgoedontwikkelaar)
   ( ) Bij ander ontwerp bureau (bijv grafisch/product, webdesign)
   ( ) Bij een gemeente/Rijksgebouwen dienst
   ( ) Bij een planologie bureau
   ( ) Bij andere werkgever

Indien bij vraag 14 (~) Ja:

56. Hoe lang heeft u hier gewerkt /stage gelopen?
   Invullen
   ( ) Maanden

Indien bij vraag 13 (~) Ja:

57. Kunt u in percentages aangeven wat de werkzaamheden waren die u daar heeft gedaan?
   Ontwerpwerk .......... ( ) %
   Tekenwerk .......... ( ) %
   Ander type werk (architectuur gerelateerd) .......... ( ) %
   Ander type werk (niet architectuur gerelateerd) .......... ( ) %
   Ander architectuur gerelateerd werk (architectuurgids, administratie, etc) .......... ( ) %
   Onderzoek .......... ( ) %

Indien bij vraag 15 (~) architectenbureau

58. Hoeveel werknemers had het bureau in totaal?
   Invullen
   ( ) aantal

59. Heeft u tijdens uw studie een eigen onderneming (of opdrachten) gehad?
   ( ) ja, architectuur (bouwsum tussen... € en ...€)
   ( ) ja, architectuur (bouwsum tussen... € en ...€)
   ( ) ja, kleine architectuur (dakkapellen, uitbouw, etc) (bouwsum kleiner dan ...€
   ( ) ja, ander ontwerpen (expositie ruimtes, interieurs, stands, meubilair, etc)
   ( ) Ja, ander ontwerpen (niet architectuur/Industrieel ontwerpen)
   ( ) ja, andere onderneming (architectuur/bouw gerelateerd)
   ( ) ja, andere onderneming (andere diensten/ICT)
   ( ) ja, anders
   ( ) nee
60. Heeft u deze onderneming nog steeds?
   Invullen
   ( ) ja
   ( ) nee

Indien bij vraag 20: nee:
61. Met hoeveel personen was u deze onderneming gestart?
   Invullen
   ( ) aantal

62. Hoeveel werknemers?

63. Hoe lang heeft u deze onderneming gehad?
   Invullen
   ( ) Maanden

64. Om welke reden heeft u deze onderneming beeindigd?
   meerdere keuzes mogelijk
   ( ) Onenigheid met partners
   ( ) Vaste aanstelling elders
   ( ) Eerste opdracht als professioneel bureau
   ( ) Doorstart als ander bureau
   ( ) Afgestudeerd
   ( ) Financiële problemen (<- hoe dit te vragen?)
   ( ) Er waren geen opdrachten meer
Deel 3. Werkervaring professioneel voor start huidige bureau

65. Heeft u voordat u een bureau voor uzelf begon nog bij een andere werkgever gewerkt dan genoemd in de vorige vragen?

( ) ja
( ) nee

Indien bij vraag 25 (~) Ja:

66. Wat was de laatste instelling waar u heeft gewerkt?
(kunt u aangeven bij elke instelling hoeveel jaar u daar heeft gewerkt?)

( ) Bij een onderwijs instelling
( ) Bij architectenbureau
( ) Bij ingenieurbureau
( ) Bij stedenbouwkundig ontwerp bureau
( ) Bij ander bedrijf (bouw gerelateerd, bijv makelaar, vastgoedontwikkelaar)
( ) Bij ander ontwerp bureau (bijv grafisch/product, webdesign)
( ) Bij een gemeente/Rijksgebouwen dienst
( ) Bij een planologie bureau
( ) Bij andere werkgever

Indien bij vraag 25 (~) Ja:

67. Hoe lang heeft u hier gewerkt?

Invullen

( ) Maanden

Indien bij vraag 13 (~) Ja:

68. Kunt u in percentages aangeven wat de werkzaamheden waren die u daar heeft gedaan?

Ontwerpwerk

Tekenwerk

Ander type werk (architectuur gerelateerd)

Ander type werk (niet architectuur gerelateerd)

Ander architectuur gerelateerd werk (architectuurgids, administratie, etc)

Onderzoek


Indien bij vraag 15 (~) architectenbureau

69. Hoeveel werknemers had het bureau in totaal?

Invullen

( ) aantal

70. Heeft u tijdens uw studie een eigen onderneming (of opdrachten) gehad?

( ) ja, architectuur (bouwsom tussen... € en ...€)

( ) ja, architectuur (bouwsom tussen... € en ...€)

( ) ja, kleine architectuur (dakkapellen, uitbouw, etc) (bouwsom kleiner dan ...€

( ) ja, ander ontwerpen (expositie ruimtes, interieurs, stands, meubilair, etc)

( ) Ja, ander ontwerpen (niet architectuur/Industrieel ontwerpen)

( ) ja, andere onderneming (architectuur/bouw gerelateerd)

( ) ja, andere onderneming (andere diensten/ICT)

( ) ja, anders

( ) nee

Indien bij vraag 20 (~) ja:

71. Heeft u deze onderneming nog steeds?

Invullen

( ) ja
72. Met hoeveel personen bent u deze onderneming gestart?
   Invullen
   ( ) aantal
73. Hoe lang heeft u deze onderneming gehad?
   Invullen
   ( ) Maanden
74. Om welke reden heeft u deze onderneming beëindigd?
   ( meerdere keuzes mogelijk)
   ( ) Onenigheid met partners
   ( ) Vaste aanstelling elders
   ( ) Eerste opdracht als professioneel bureau
   ( ) Doorstart als ander bureau
   ( ) Afgestudeerd
   ( ) Financiële problemen (<- hoe dit te vragen?)
   ( ) Er waren geen opdrachten meer
   ( ) Andere visie over de toekomst van het bureau
   ( ) Andere visie over het management van het bureau
   ( ) Aanbieding ergens anders
   ( ) Het bureau liep niet/niet genoeg opdrachten
Deel 4 Opstart en Businessplan

75. Heeft u bij het opstarten van uw bureau een businessplan opgesteld?
   Invullen
   ( ) ja
   ( ) nee

76. Kunt u aangeven of u de volgende zaken heeft behandeld in het businessplan?:
   ( ) Visie voor het bureau
   ( ) Missie voor het bureau
   ( ) Korte termijn doelen (5 jaar)
   ( ) Lange termijn doelen (10 jaar)
   ( ) Een eigen unieke

77. Voor wie heeft u het businessplan geschreven?
   ( ) uzelf (eigen visie en doelen formuleren)
   ( ) Uw partners (het samen formuleren van een gemeenschappelijk visie)
   ( ) voor klanten (Het communiceren van uw visie naar uw klanten)
   ( ) Bank (voor een lening)
   ( ) Kamer van Koophandel (verplichting)

78. Heeft u een lening afgesloten voor de start van dit bureau? (meten grootte lening)
   ( ) ja bij een bank
   ( ) ja, bij familie/ bekenden
   ( ) nee

79. Heeft u geprobeerd zich in een bepaalde niche te komen?
   Invullen
   ( ) ja
   ( ) nee

80. Nee? Waarom niet?
   Invullen
   ( ) Dit komt vanzelf wel
   ( ) Stuurt me te veel een kant op/ wil me niet vastleggen op 1 soort architectuur of sector

81. Waarom heeft u uw bureau gestart met uw huidige partners?
   Geeft u de belangrijksten aan met de cijfers 1, 2 en 3
   ( ) Vulde elkaar aan betreffende kwaliteiten/persoonlijkheden
   ( ) Vrienden
   ( ) Eerdere samenwerking beviel goed
   ( ) Partners hebben ervaring op verschillende gebieden
   ( ) Dezelfde visie over architectuur
   ( ) Anders

82. Heeft u met uw partners een (taken-) verdeling gemaakt?
   Invullen
   ( ) ja op basis van competenties
   ( ) ja op basis van taken
   ( ) ja, op basis van werkervaring
   ( ) ja, ieder zijn eigen projecten
   ( ) nee
83. (indien bij vraag 45: competenties of taken) Welke rollen heeft u in uw bureau verdeeld?
   ( ) Architect
   ( ) Project manager
   ( ) Bureau manager
   ( ) Bouwtechniek
   ( ) Constructeur
   ( ) Stedebouwkundige
   ( ) Project ontwikkelaar
   ( ) Anders

84. (indien bij vraag 45: werkervaring) Welke rollen heeft u in uw bureau verdeeld?
   Invullen
   ( ) Tekenaar
   ( ) Stagiair
   ( ) Constructeur
   ( ) anders

85. Heeft het samenwerken met partners tot problemen geleid?
   ( ) Nee
   ( ) Ja, onenigheid over rollenverdeling
   ( ) Ja, onenigheid over ontwerpen
   ( ) Ja, anders

   Zo ja:

86. kunt u de problemen en de gevolgen beschrijven?
   Open antwoord

87. Toen u begon, was het uw wens om een groot bureau op te bouwen, of om klein te blijven?
   Open antwoord
Deel 5 Eerste periode als startend bureau

88. Hoe heeft u uw eerste opdracht verkregen?
   ( ) Zelf ondernomen
   ( ) Prijsvraag
   ( ) Vraag vanuit een overheidsinstelling
   ( ) Vraag vanuit een contact
   ( ) Anders

89. Via welk contact heeft u uw eerste opdracht gekregen?
   ( ) Vrienden/bekenden
   ( ) 2e graads bekende
   ( ) 3e graads bekende
   ( ) Zelf actief op zoek gegaan
   ( ) Bij club of organisatie
   ( ) Anders

90. Wat was de belangrijkste motivatie van dit project?
   Geef nummer 1-6
   ( ) Geld verdienen
   ( ) Ervaring opdoen
   ( ) Contacten onderhouden
   ( ) Middel om architectonische visie op kleine schaal uit te testen?
   ( ) Middel om jezelf te tonen aan de markt?

91. Wat heeft u gedaan om in de eerste periode uw geringe portfolio te compenseren?
   ( ) gevuld met niet gewonnen prijsvragen
   ( ) gevuld met concepten
   ( ) gevuld met projecten waaraan ik bij een ander bureau had gewerkt
   ( ) gevuld met andere projecten die ik heb gedaan (meubels, installaties, interieur)
   ( ) Anders

92. Kunt u aangeven hoeveel u de volgende werkzaamheden ongeveer in de eerste drie jaren ten opzichte van elkaar uitvoerde. De werkzaamheden moeten totaal 100% vormen.
   Ontwerpen ...... ( ) %
   Tekenen ...... ( ) %
   Acquisitie ...... ( ) %
   Netwerken ...... ( ) %
   Bureau werkzaamheden ...... ( ) %
Deel 6 Management

93. Is er iemand binnen uw bureau die de management taken op zich neemt of daar specifiek voor is aangenomen?
   Invullen
   ( ) Ja, iemand doet dit fulltime
   ( ) ja, ik doe het er naast
   ( ) Ja, iemand anders doet het er naast
   ( ) nee, het wordt er naast gedaan door iedereen
   Indien bij vraag 63: ja, ik.

94. Heeft u hiervoor een opleiding of cursus gevolgd?
   Invullen
   ( ) ja
   ( ) nee
   Indien bij vraag 63: ja, iemand anders:

95. Heeft diegene hiervoor een gespecialiseerde opleiding voor gevolgd
   Invullen
   ( ) ja
   ( ) nee

96. Kunt u aangeven op welke manier u uw netwerk uitbreid?
   ( ) Feesten / evenementen bijwonen
   ( ) Zelf organiseren van feesten
   ( ) Via lidmaatschap bij clubs of genootschappen (golf, cultuur, Rotary)
   ( ) anders nl

97. Kunt u aangeven hoeveel uur per week u hier gemiddeld aan kwijt bent?
   Invullen
   ( ) aantal

98. Kunt u aangeven op welke manieren u uw netwerk bijhoudt?
   ( ) Bureau nieuwsbrief
   ( ) Kleine persoonlijke berichten
   ( ) Persberichten
   ( ) Het organiseren van feesten of evenementen
   ( ) Anders

99. Kunt u aangeven hoeveel uur per week u hier gemiddeld aan kwijt bent?
   Invullen
   ( ) aantal

100. Op welke manieren communiceert u met uw (potentiele) klanten?
    ( ) Wij sturen een periodeieke bureau nieuwsbrief
    ( ) Wij sturen op gepaste momenten kleine persoonlijke berichten
    ( ) Wij hebben een portfolio boekje
    ( ) Wij hebben (een of meerdere) boek(en) gemaakt/ laten maken over ons bureau
    ( ) Wij hebben een website
    ( ) Wij houden een blog bij/ nieuwsberichten op onze website
    ( ) Via netwerk sites (LinkedIn, Facebook, etc)
    ( ) Anders, nl

101. Kunt u aangeven hoeveel uur per week u hier gemiddeld aan kwijt bent?
    Invullen
    ( ) aantal
102. Op welke manieren doet u specifiek aan acquisitie
   ( ) Wij benaderen mogelijke opdrachtgevers uit onze niche direct.
   ( ) Wij benaderen mogelijke opdrachtgever direct

103. Op welke manieren probeert u zelf uw projecten gepubliceerd te krijgen?
Invullen
   ( ) Wij huren een fotograaf in die met foto’s naar bladen gaat.
   ( ) Wij sturen persberichten naar tijdschriften
   ( ) Wij sturen persberichten naar websites
   ( ) Onze architectuur wordt vanzelf gepubliceerd
   ( ) Niets