

The Successful Start Up Studio

EX303

Thursday, June 21, 2018, 2:15-3:15

Learning Units [As Published]

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Speakers List

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Course / Learning Objectives

- Identify the unique business challenges and opportunities that startups face.
- Gain understanding of both business and design strategies that effectively harness the skill, creativity, and openness of young, tech-savvy staff.
- See how successful startup studios are using technology to create new business models, marketing strategies, and design innovation.
- Understand how a BIM-enabled workflow, real-time storytelling, and an interactive sales cycle fit a startup firm.

GOOD AFTERNOON NEW YORK



Who owns their own architectural practice?



Who is employed by an architectural practice?



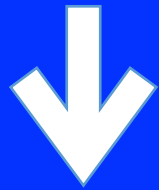
Who has ever
considered
starting your
own practice?



Brave Questions

A question that someone else might be too timid or embarrassed or afraid to ask.

Follow &
Send Questions



@LaneyLAinc

The Successful StartUp

**Most
businesses
fail.**

**80% of
businesses fail
in their first year**

According to the Bureau of Labor Statistics

**Your firm does not need to
be one of these statistics.**

**My goal is to inspire someone
here to take the next step in
launching their practice.**

The lessons we've learned.

Ten Tips for your StartUp.

BIM & Business

Here's how it started.

**Like many of you, my
career began in
architecture school.**



**I met my
future
wife and
business
partner.**

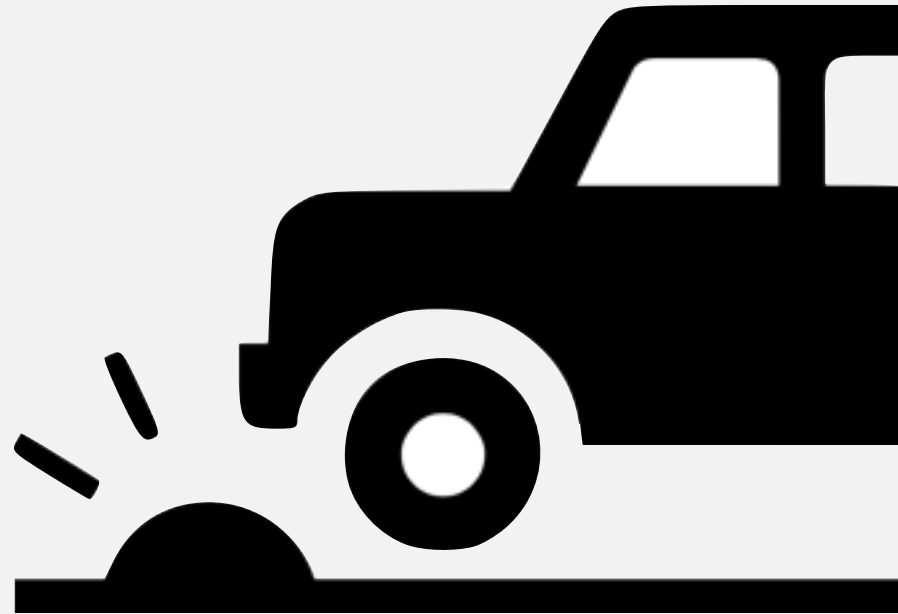
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Say hi to Krista

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Now we have three kids.

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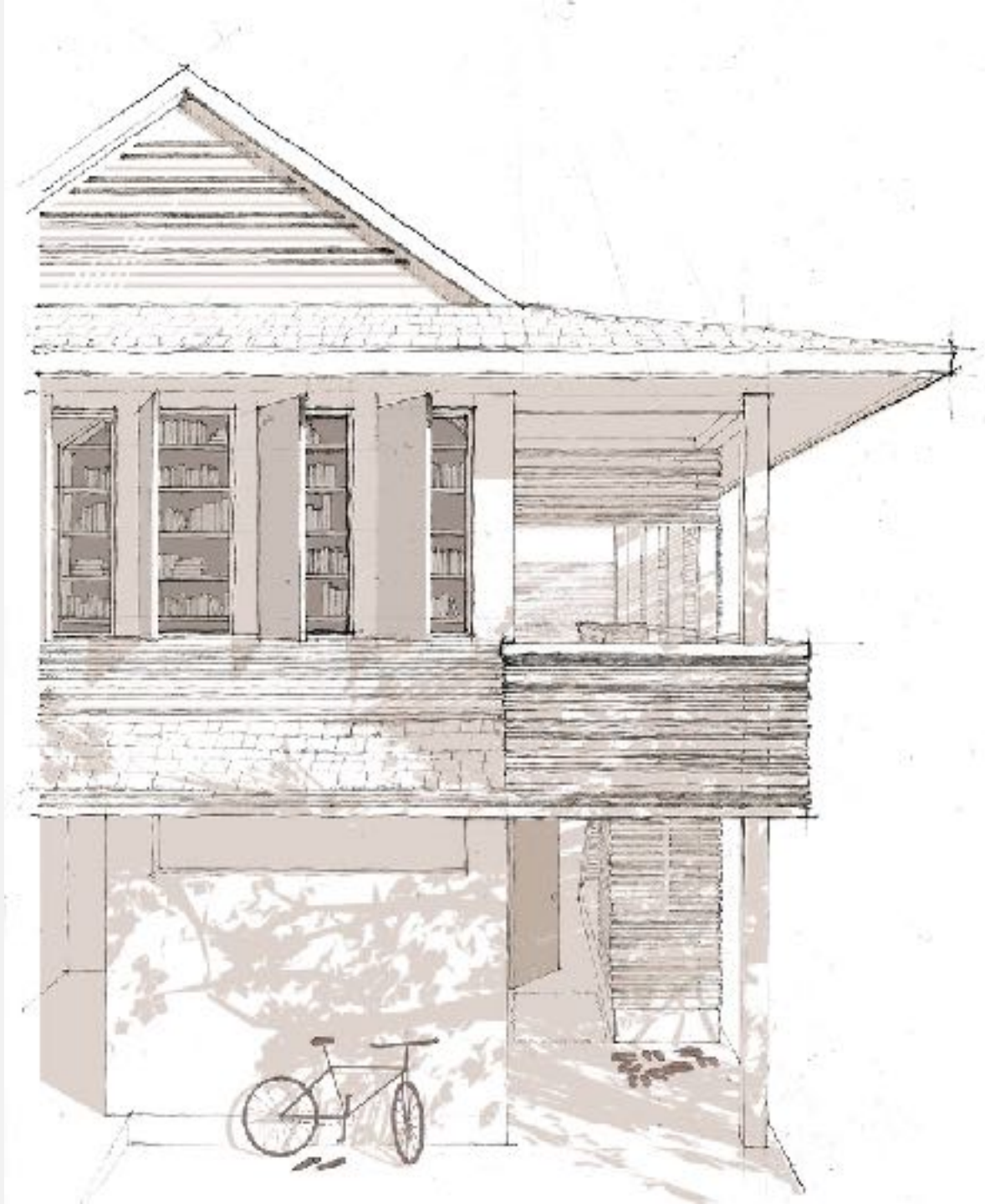


**Passion for
architecture,
and the belief
that it can
improve
communities.**

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First Project



Cambodian Dorm Project

Our challenge was to design series of low-cost, dignified housing units for older boys and girls who had aged out of the orphanages.



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**No thought regarding business
model or BIM workflow.**

**After just one project, we
were exhausted.**

**Something had to
change.**

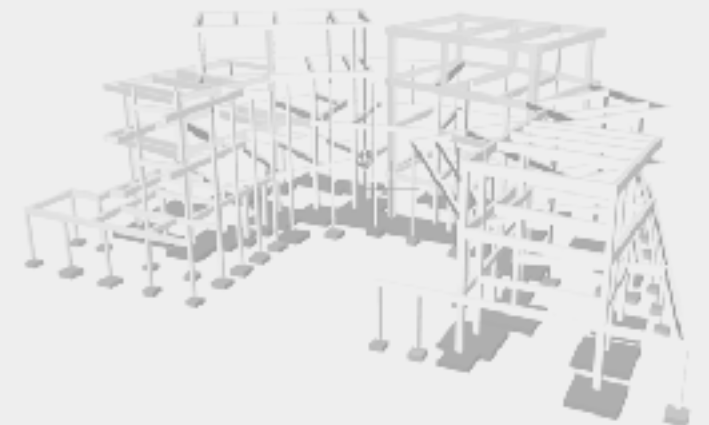
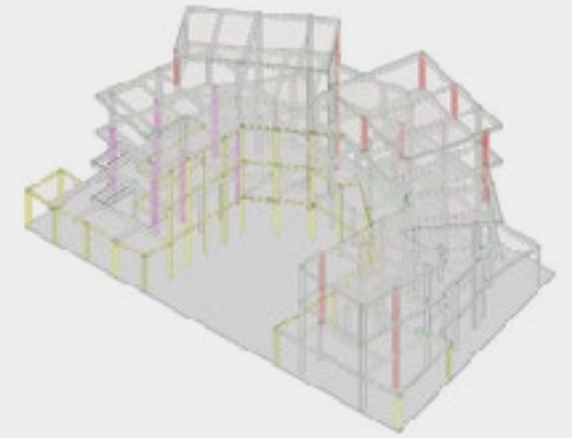
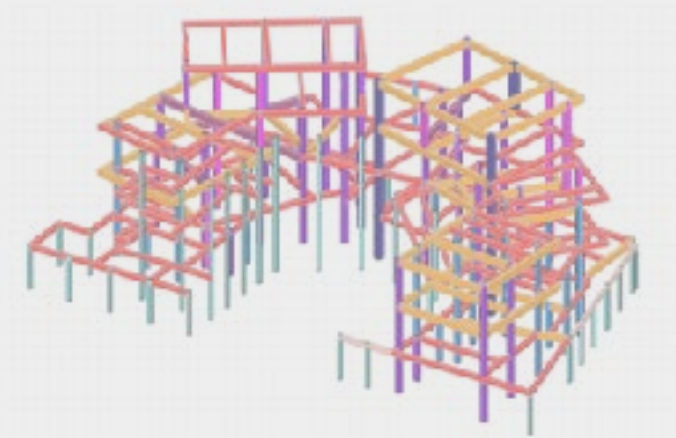


The Promise of BIM

*For the next project, we
embraced*

Building Information Modeling

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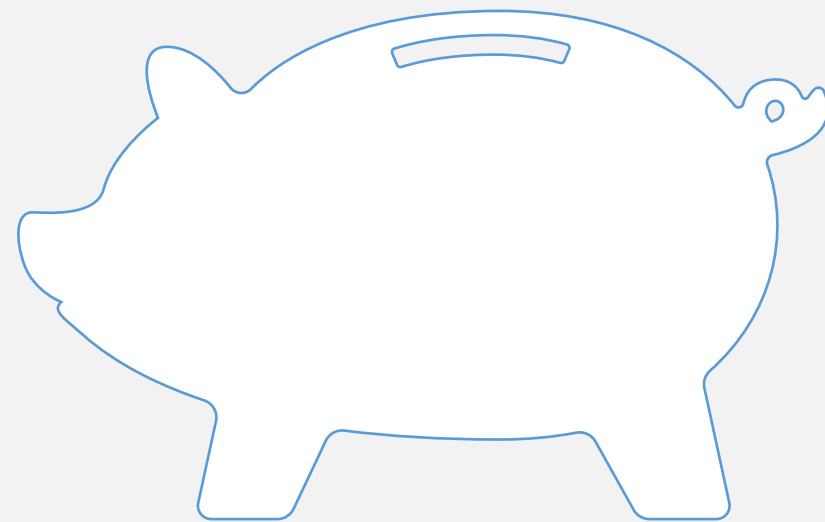
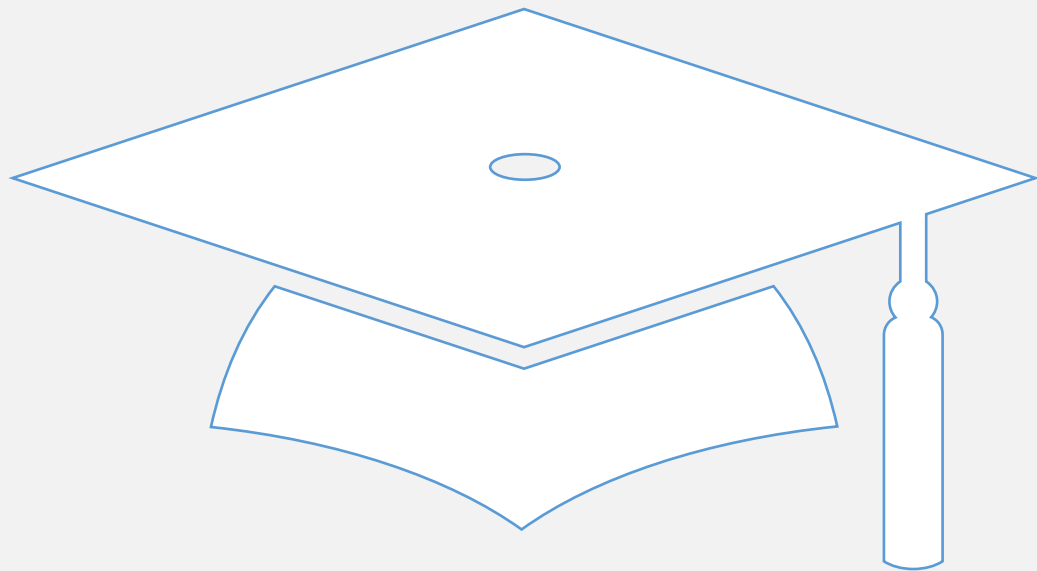
Elementary School In Cambodia

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**I Hired A
Recent Grad
And Paid
Him To Learn
The
Software.**





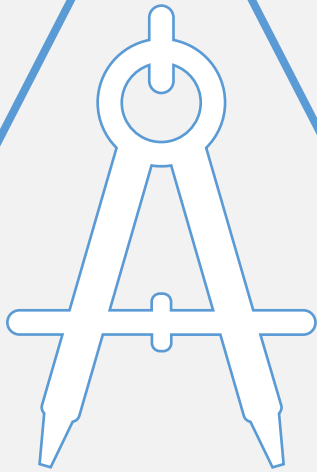
Again, we dove in.

Only one problem

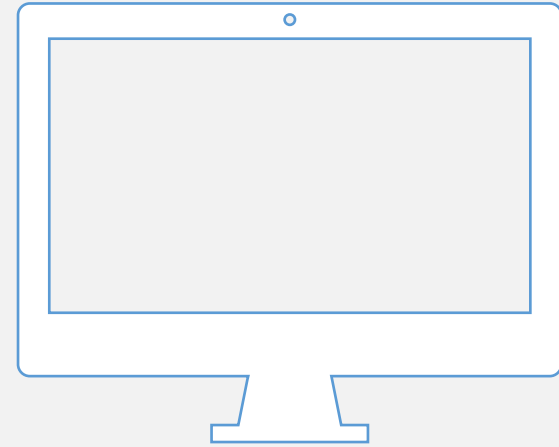
900 Hours
\$11 / HR
Sorry Honey







Manual Design-Driven Workflow



Parametric Efficiency-Driven Workflow

**Maybe I need new
clients.**

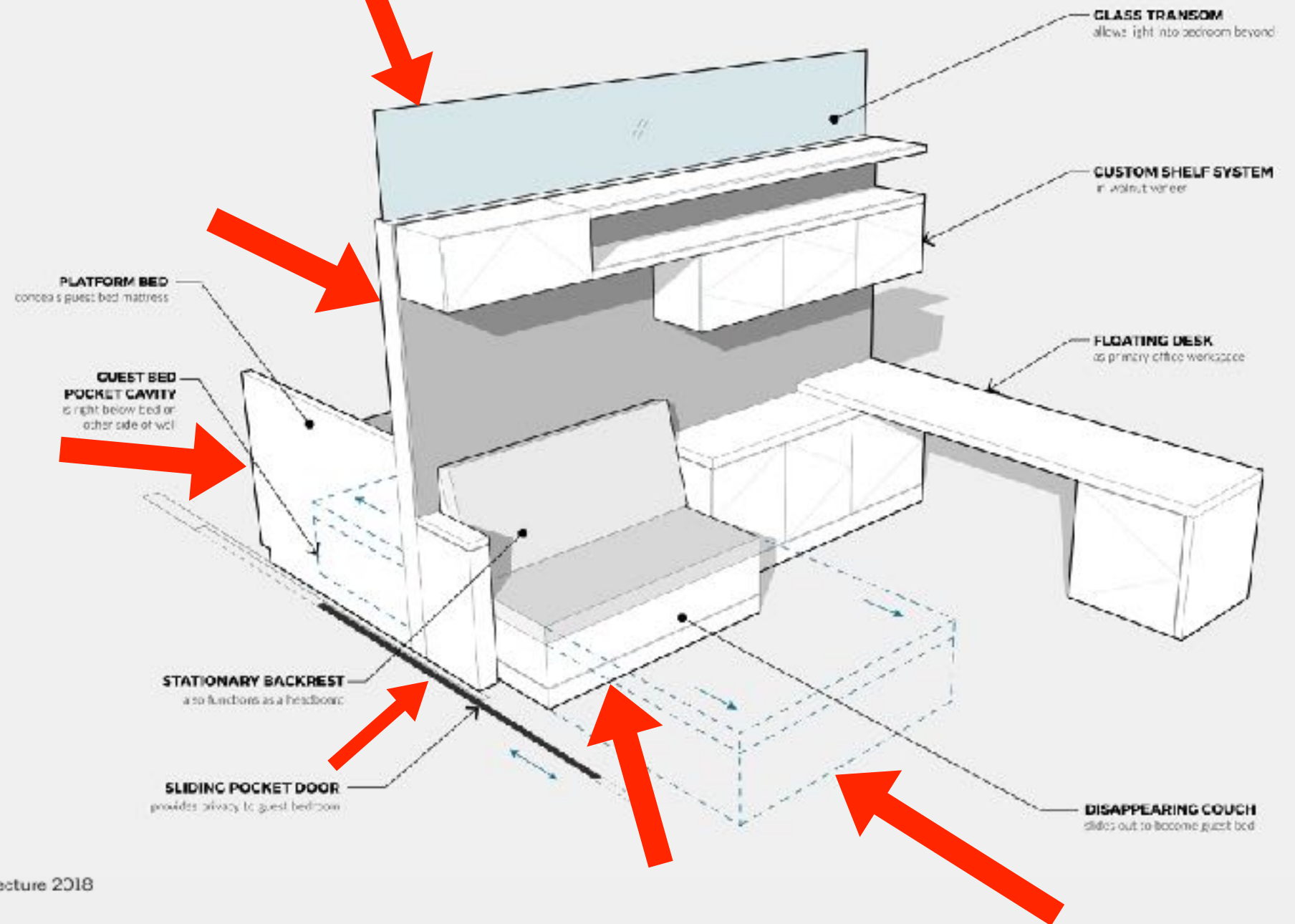
Renovation project for a stylish family in Silverlake, CA

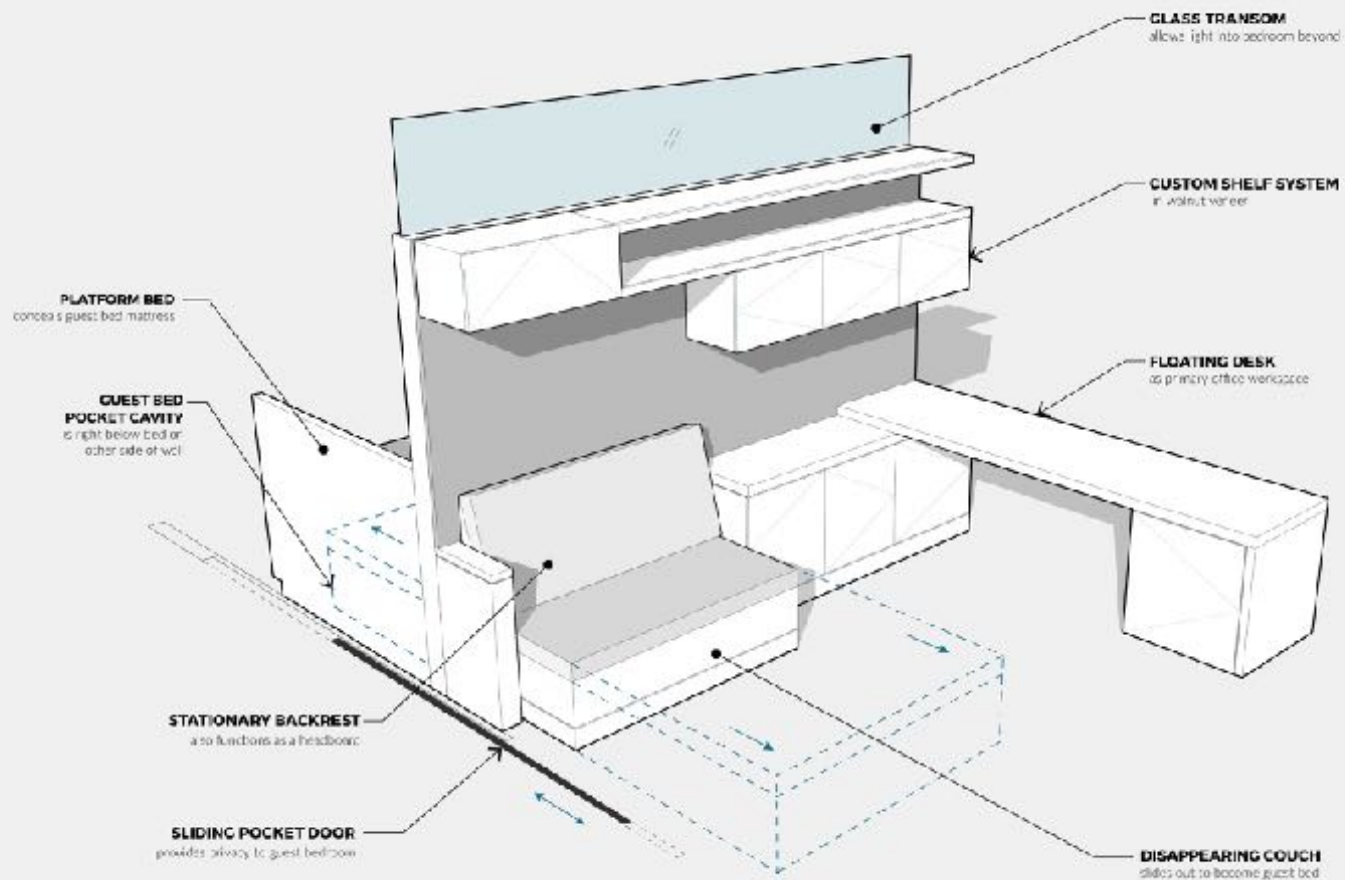


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**Wanted an office
and a guest room**





Happy Clients



**Project Fee / Project Hours
= Minimum Wage**



There's gotta be a better way

**For one final project, we
disregarded the workflow, to our
own demise.**

**We landed our first
celebrity athlete client**

**Hand Drawn
Illustrations**

**Chipboard
Models**

**Basswood
Models**

**We used every tool
we've ever heard of**

**Custom
Diagrams**

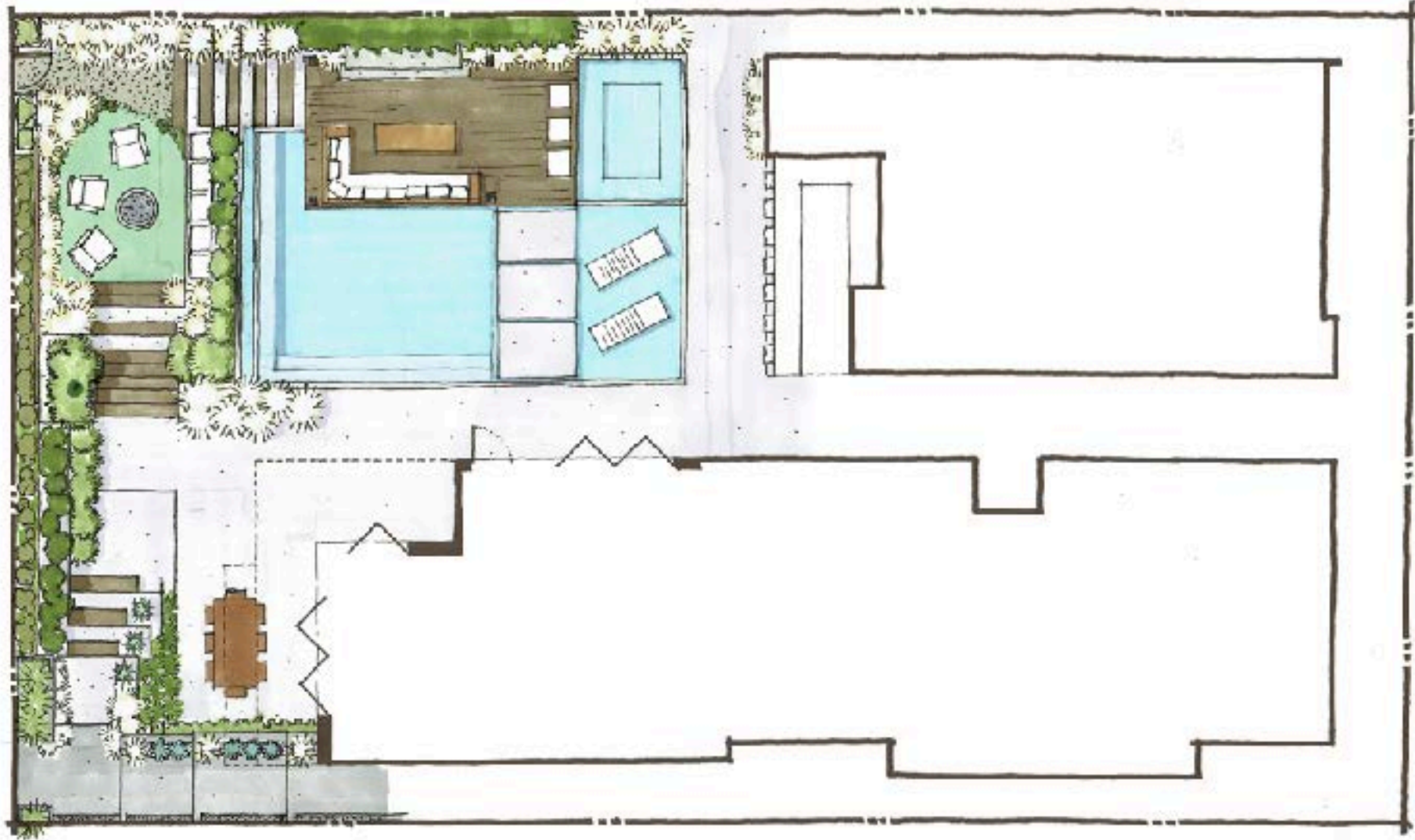
2D CAD

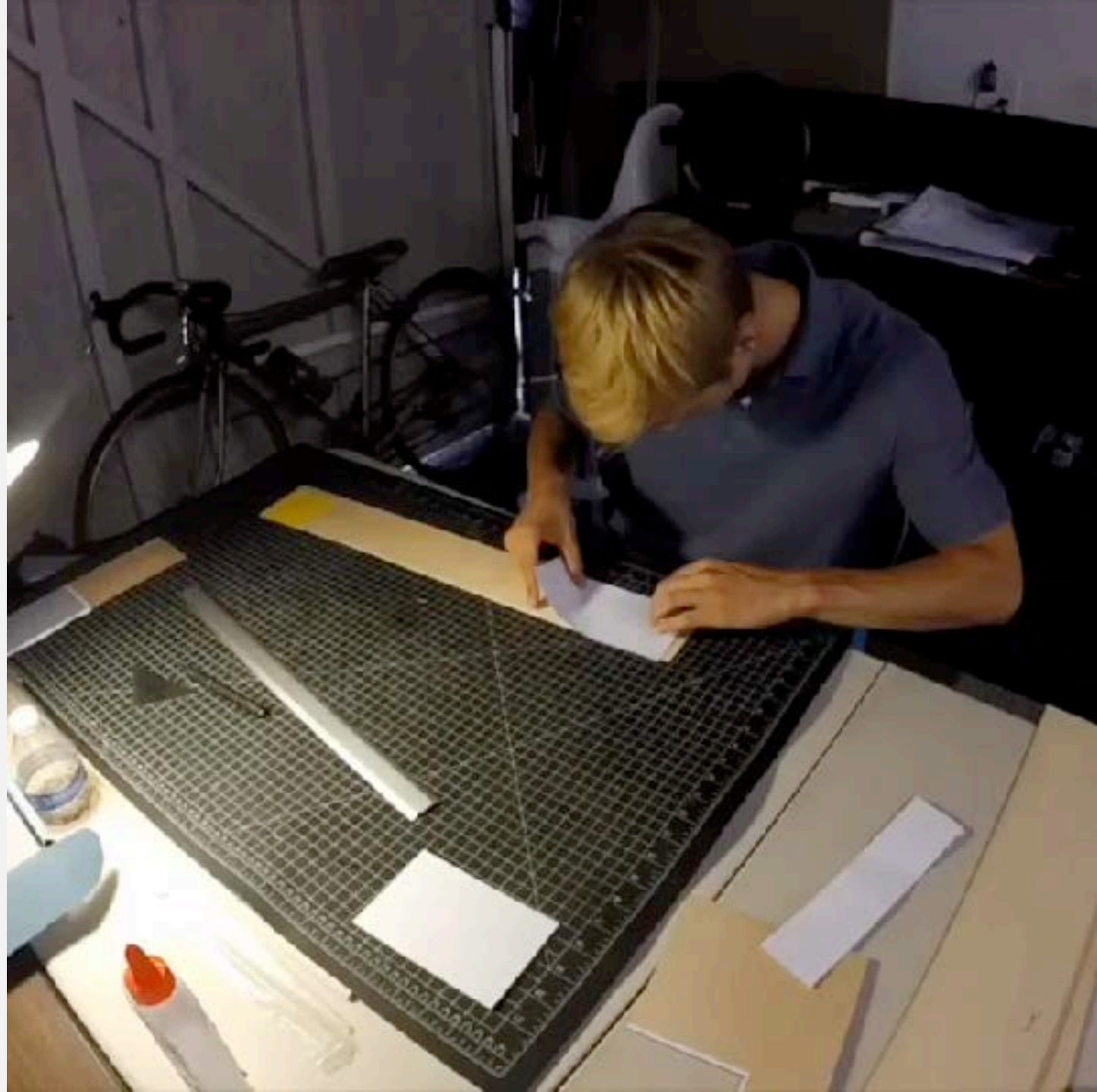
**3D
Renderings**

Technology Trigger Happy







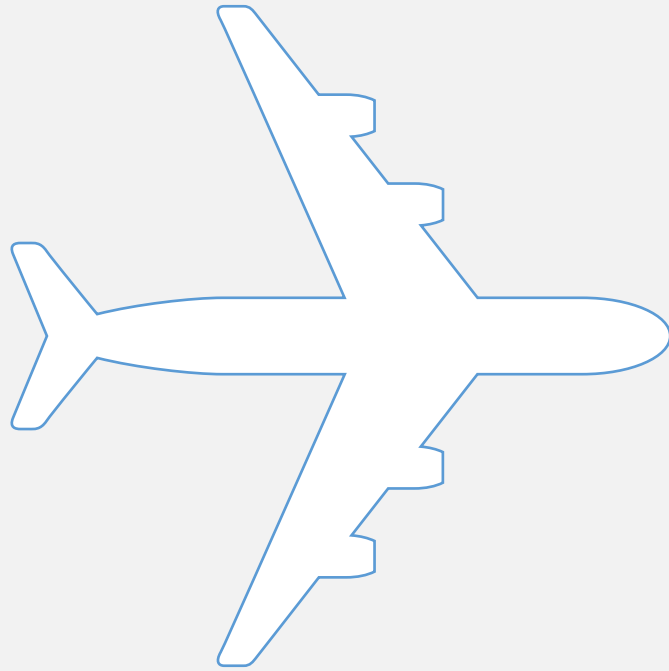




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The moment of truth

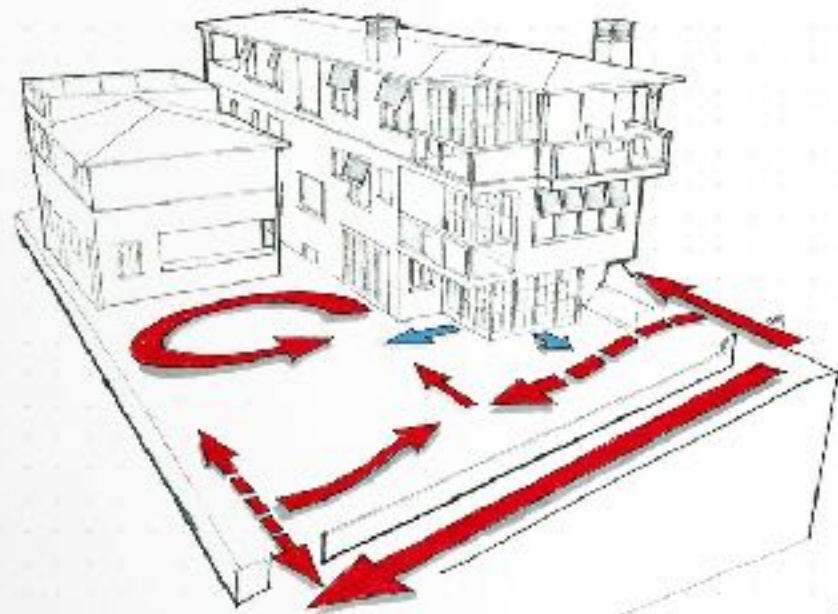


My wife was in labor

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**She
delivered our
precious,
healthy, little**



And our baby boy



Happy Clients



Tired Architects



“A couple changes”
(Basically everything)

**“Just a
couple
changes”**

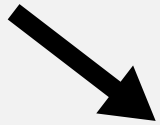
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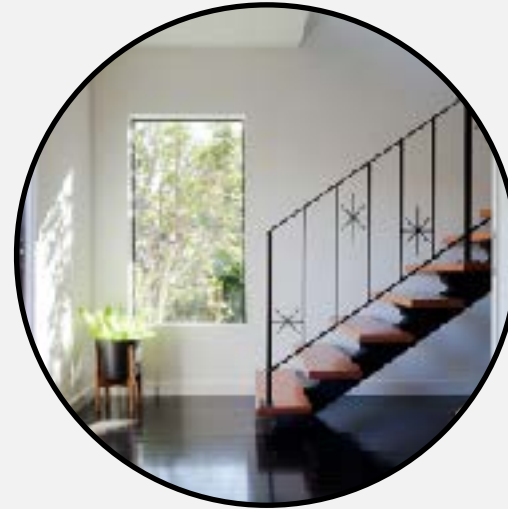
- **My file system was a mess.**
- **My documentation was a mixture of 2D drawings, 3D models, and exploded construction documents.**
- **Changing the design, would require an incredibly manual, labor intensive exercise.**



Dorm



School



Remodel



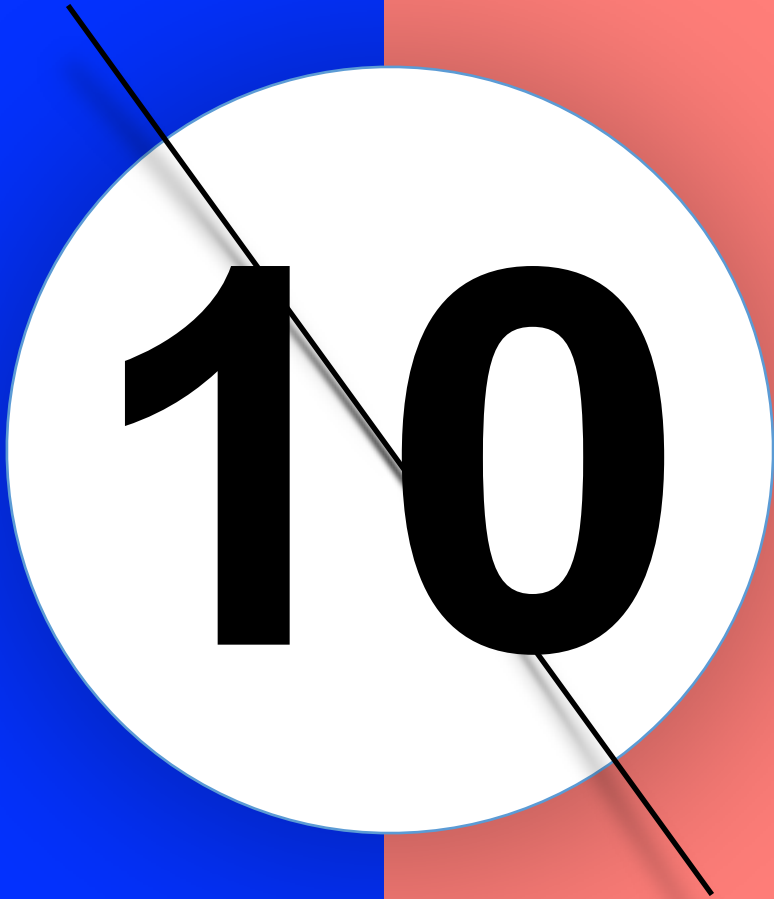
Pavillion



Workout My Workflow

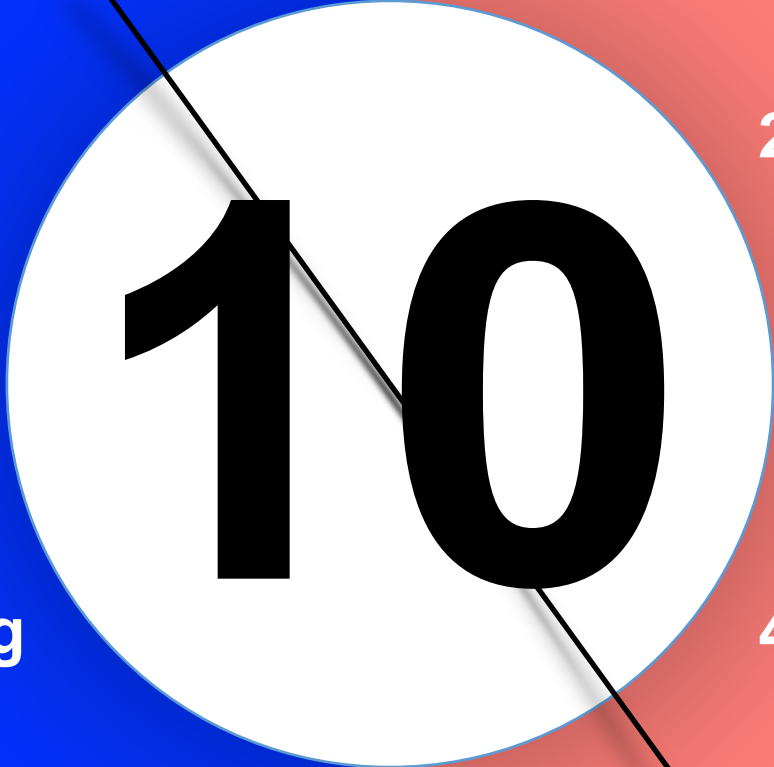
List of Blunders

- *Deploy BIM technology as a sink-or-swim proving ground for new employees*
- *Utilize BIM as an enabler of technological, trigger-happy, musing of inefficiency*
- *Leverage BIM to make you feel efficient and intelligent*
- *Avoid making a BIM implementation plan*
- *Implement BIM as one of many parallel models*



10

Tips For BIM & Business



10

10. Publish Your Portfolio Daily

**9. Break BIM Outside
The Box**

**8. Embrace The Drama
Of Performance**

7. Focus On Client Filtering

**6. Create Collaborations
& Cross Branding**

1. Target Tiny BIM Projects

2. Train Through Familiarity

**3. Empower Emerging
Professionals**

4. Rethink Recruiting

5. Tackle The Team Talk

1. Target Tiny BIM Projects

**Use short, quick projects to
repeat, and hone your
workflow**

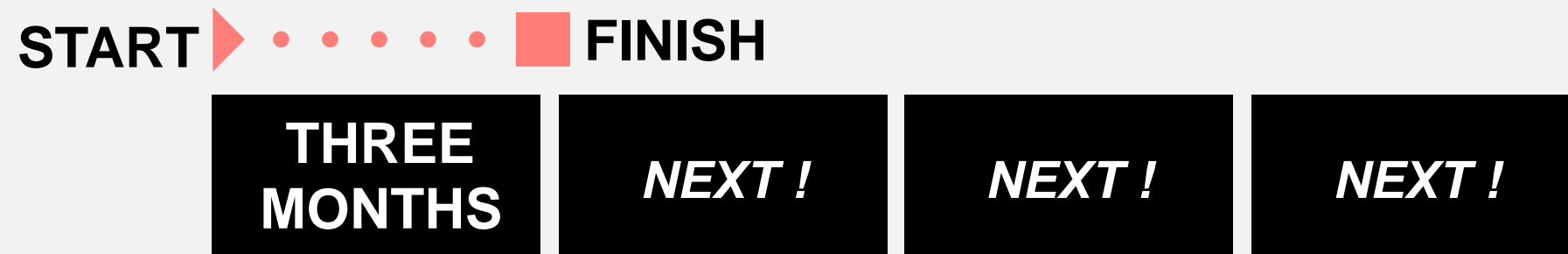
**Don't bite off
more than you
can chew**

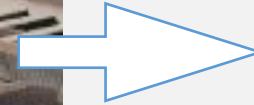


**Do a small project, from start to finish,
the right way.**

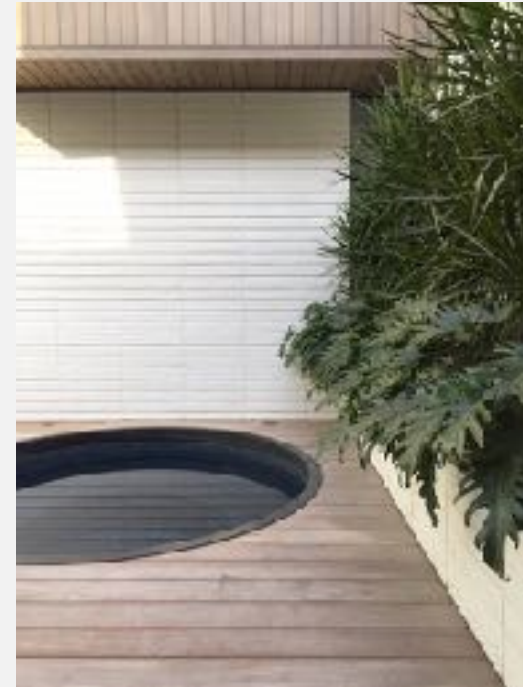
Intentionally seek projects, with low complexity for the client, site, program....allowing yourself the headspace to invest energy into the workflow.

Fail small, fail fast





For us this included several outdoor spaces: decks, trellises, spas, pools, outdoor kitchen, yards

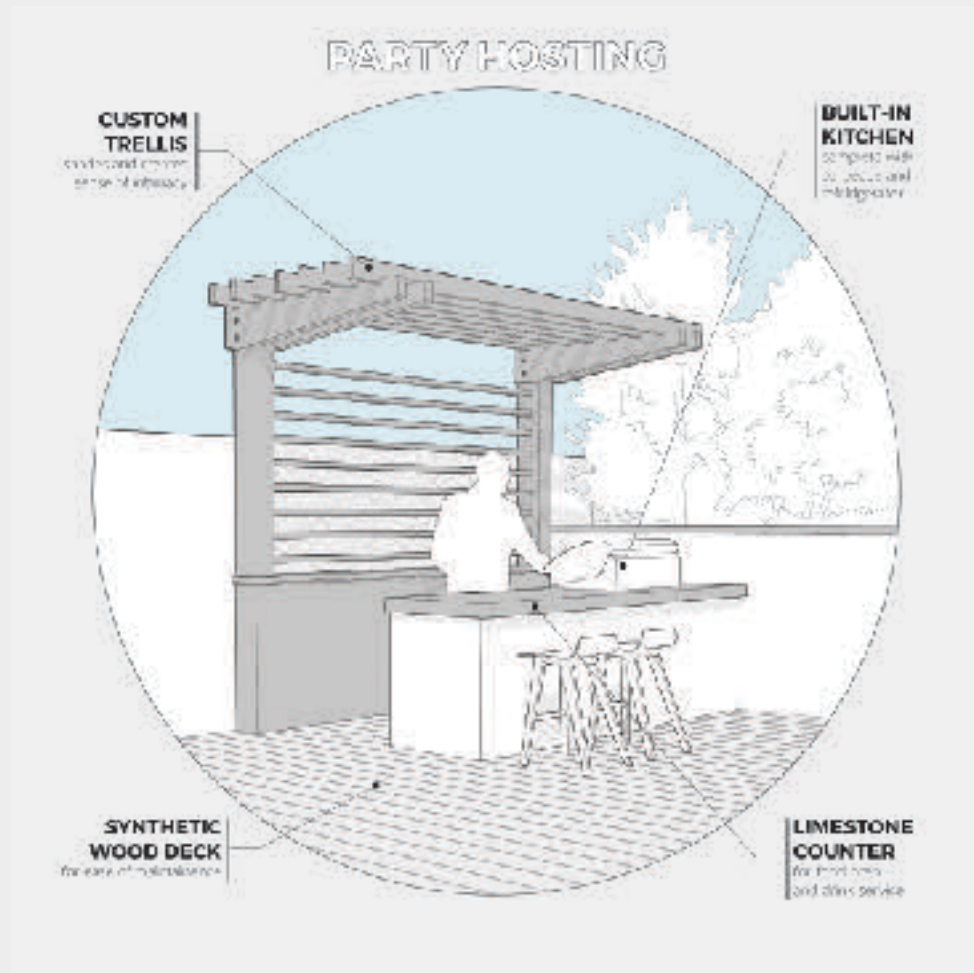




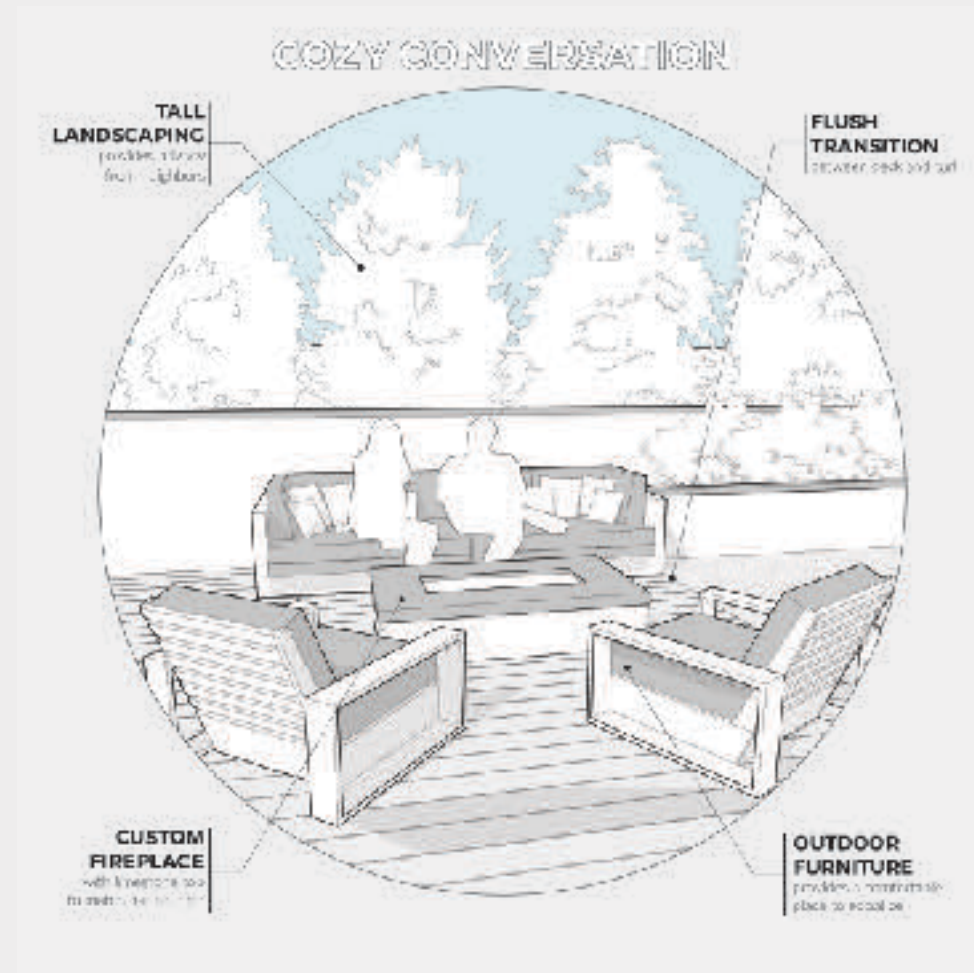
Existing Space



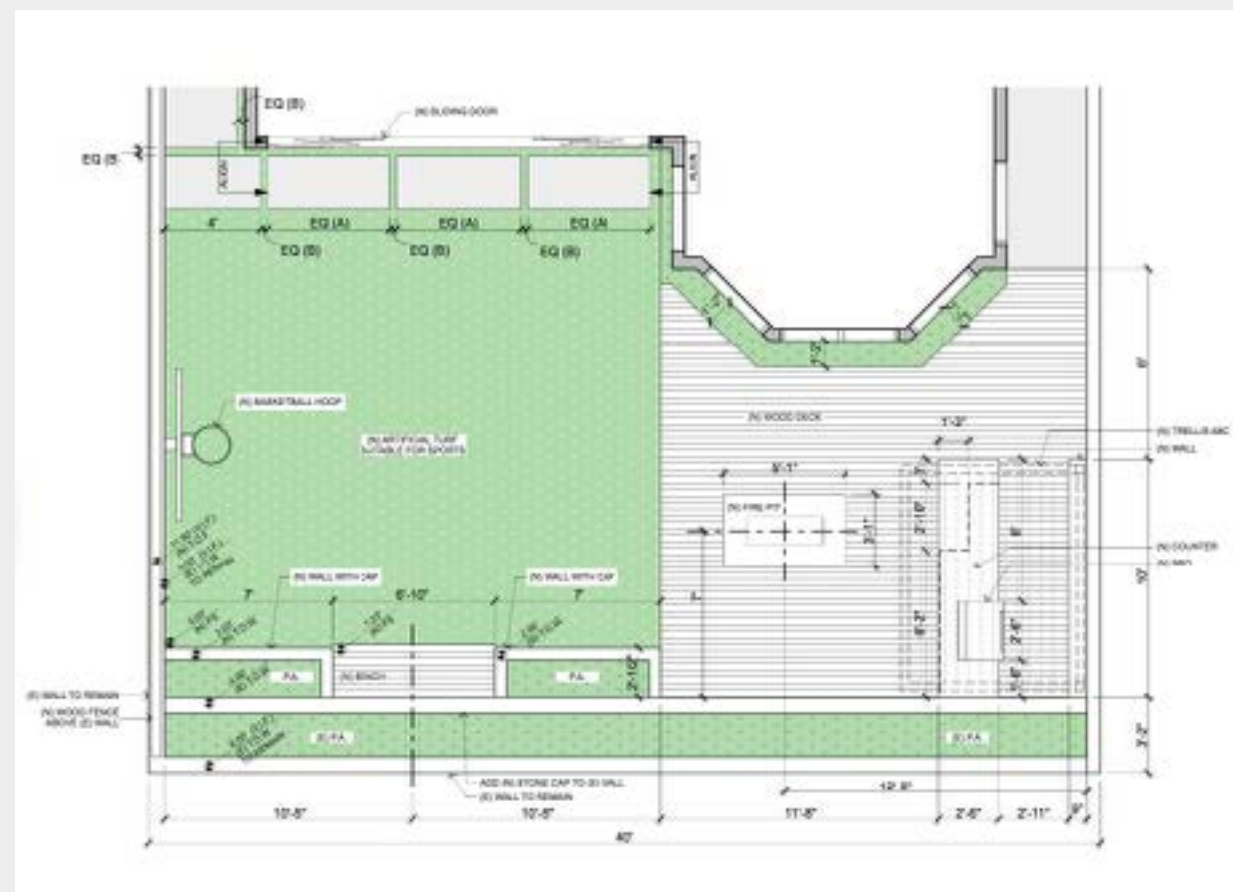
Concept Sketch



Refined Design



Refined Design



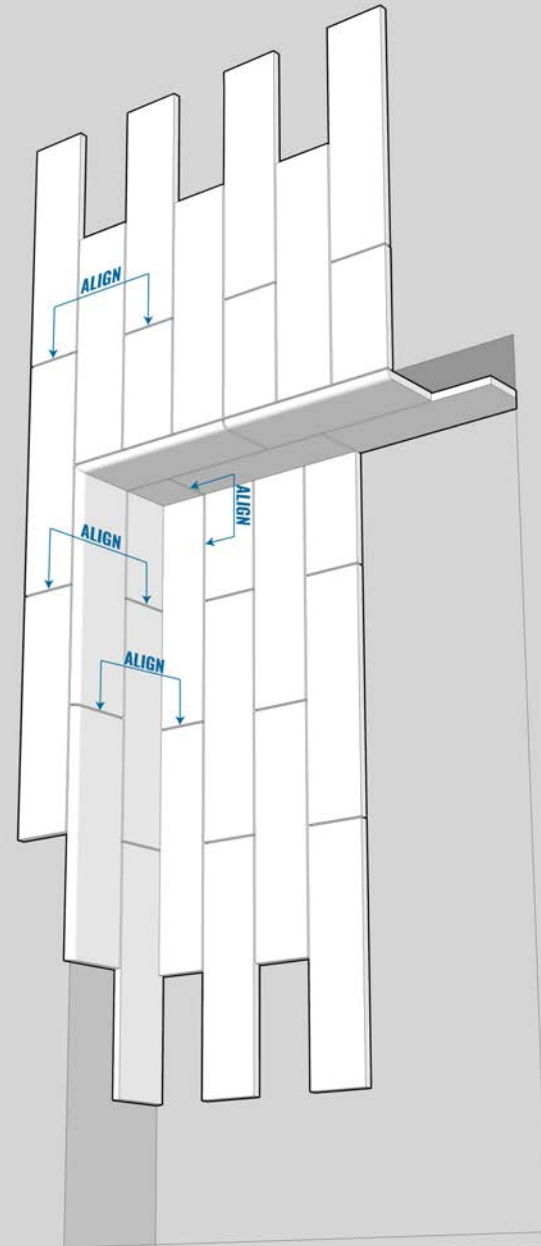
Presentation Plan

Working Drawings



This allowed us to learn about:

- Workflow
- Templates
- Phases
- Design to Construction Docs
- Working with Multiple Teammates
- Built-in render engines



Limit project complexity to target improvements to workflow

2. Train Through Familiarity

Don't throw new staff into the deep end. Limit the variables when learning new software.

Deep end



NEW VARIABLES

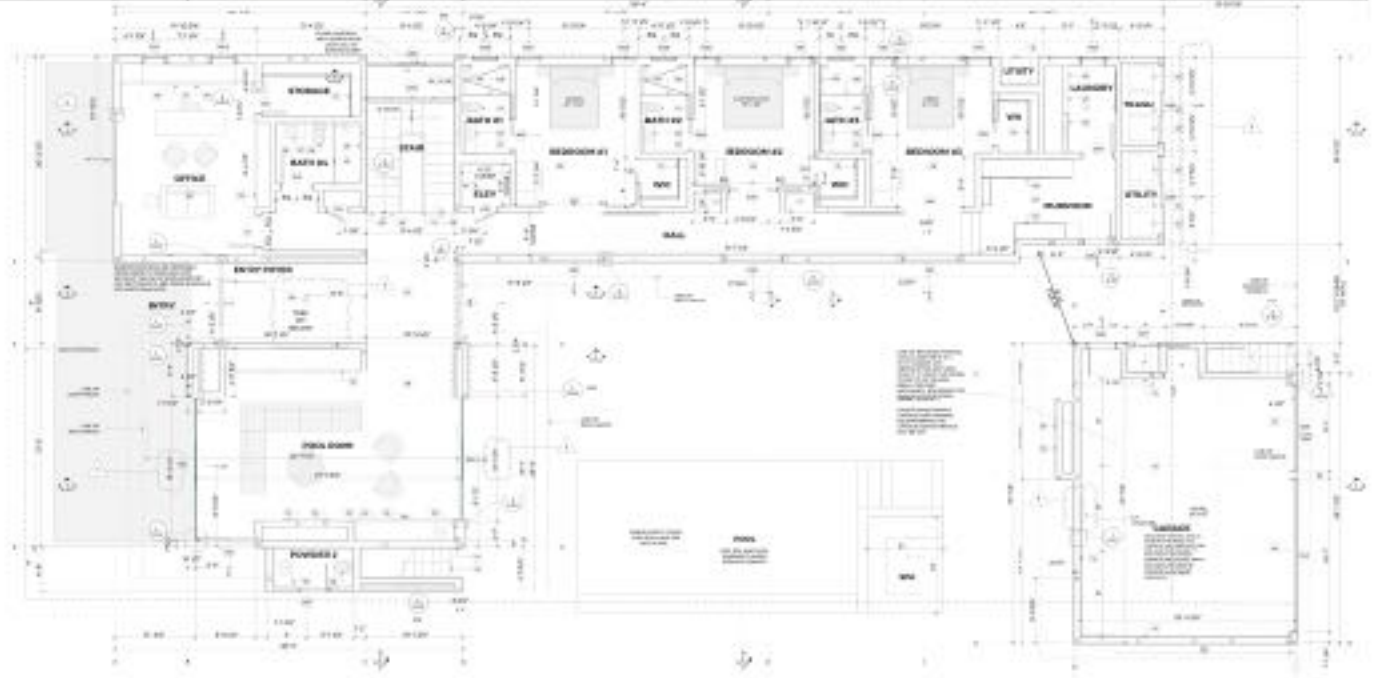
- New software
- New project
- New code requirements
- New workflow
- No template
- Go full 3D
- New work environment
- New mouse acceleration
- New screen setup
- That's a lot of new things

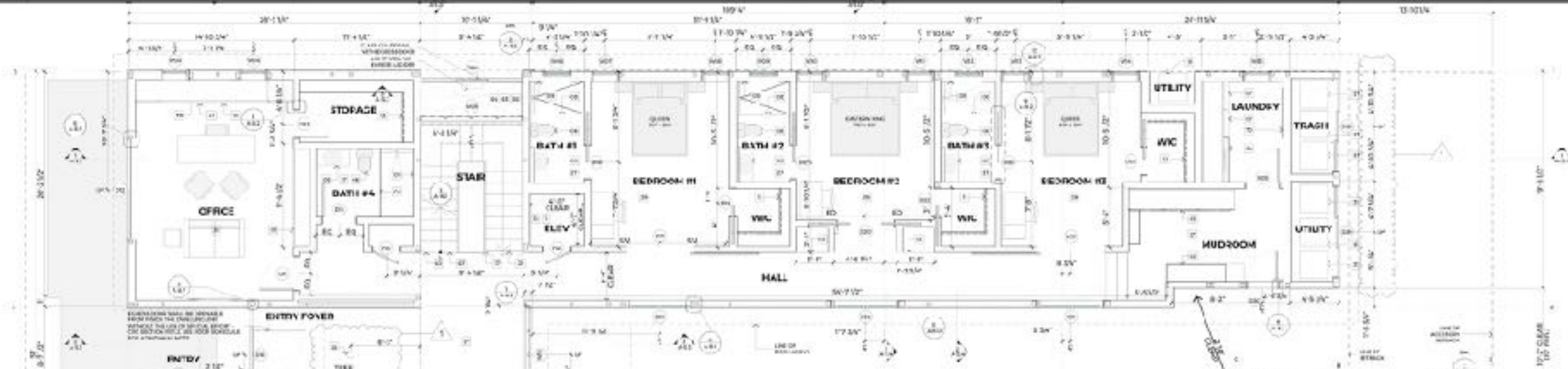


Limit the Variables

Start with the portfolio







3. Empower Emerging Professionals

**Emerging Professionals need not
be relegated to design and
production.**

They can be leveraged for business.



CELEBRATE

their entrepreneurial dreams

**We consider our studio to be a
runway, not a destination.**

Empower emerging professionals through direct client connections

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Empower emerging professionals through incremental increases in financial responsibility and transparency.



% Invoiced to Date	Project Expense	Project Hours	Effective Hourly Rate	Break Even Rate: April	Delta
98%	\$941	1455	\$75	\$122	▲ 10%
118%	\$735	453	\$113	\$122	▼ -1%
106%	\$12,108	1339	\$78	\$122	▼ -9%
123%	\$11,160	1026	\$121	\$122	▼ -11%
87%	\$828	795	\$129	\$122	▼ -7%
99%	\$5,784	879	\$89	\$122	▼ -4%
164%	\$9,163	1474	\$144	\$122	▼ -5%
60%	\$100	444	\$159	\$122	▼ -2%
103%	\$2,170	555	\$136	\$122	▲ 0%
n/a	\$190	131	\$135	\$122	▼ -47%
50%	\$0	328	\$251	\$122	▲ 5%
10%	\$0	33	\$438	\$122	-
10%	\$0	24	\$660	\$122	-



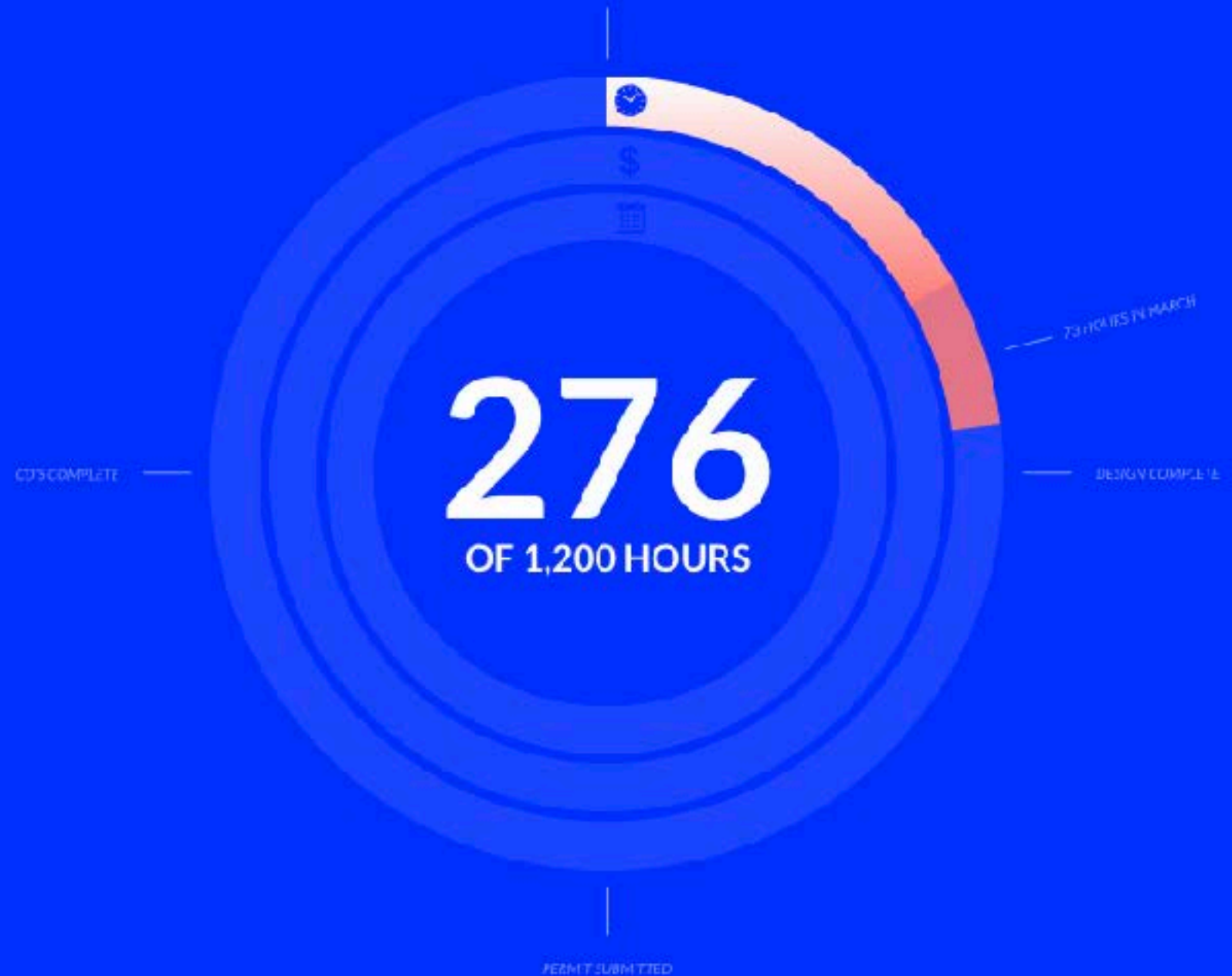
Project Dashboard

CD'S COMPLETE

DESIGN COMPLETE

PERMIT SUBMITTED

Project Hours



Project Budget



Project Timeline

CD'S COMPLETE



Project Summary



**Empower emerging professionals to
attract new clients.**

We do this by celebrating referrals, not just closed business.

We track everyone, including referral sources, relentlessly.

We never forgot who brought us a project.

2017 TOP REFERRALS

(THAT'S ONLY 38% OF THE 310 OPPORTUNITIES)



33
LANDSCAPE



26
HOUZZ



22
BNI



9
CONTRACTOR



8
CONTRACTOR



8
REALTOR



7
YELP



7
**SOUTH BAY
MAG**



2015

'18



2016

'18

The image features a dark background with a grid of small, light blue squares. Scattered throughout the grid are several small, colored dots in shades of blue, green, and orange. In the center of the image, the year "2017" is displayed in a large, white, sans-serif font.

2017

2017 OUR TOP REFERRAL SOURCES

(THAT'S ONLY 38% OF THE
310 OPPORTUNITIES)



33

ROB JONES



26

HOUZZ



22

BNI



9

RJ SMITH



8

KURT GUNDERLOCK



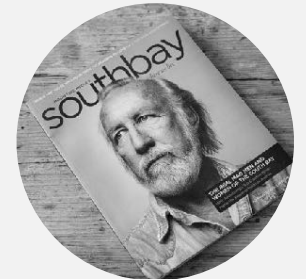
8

**JOE
NUZZOLO**



7

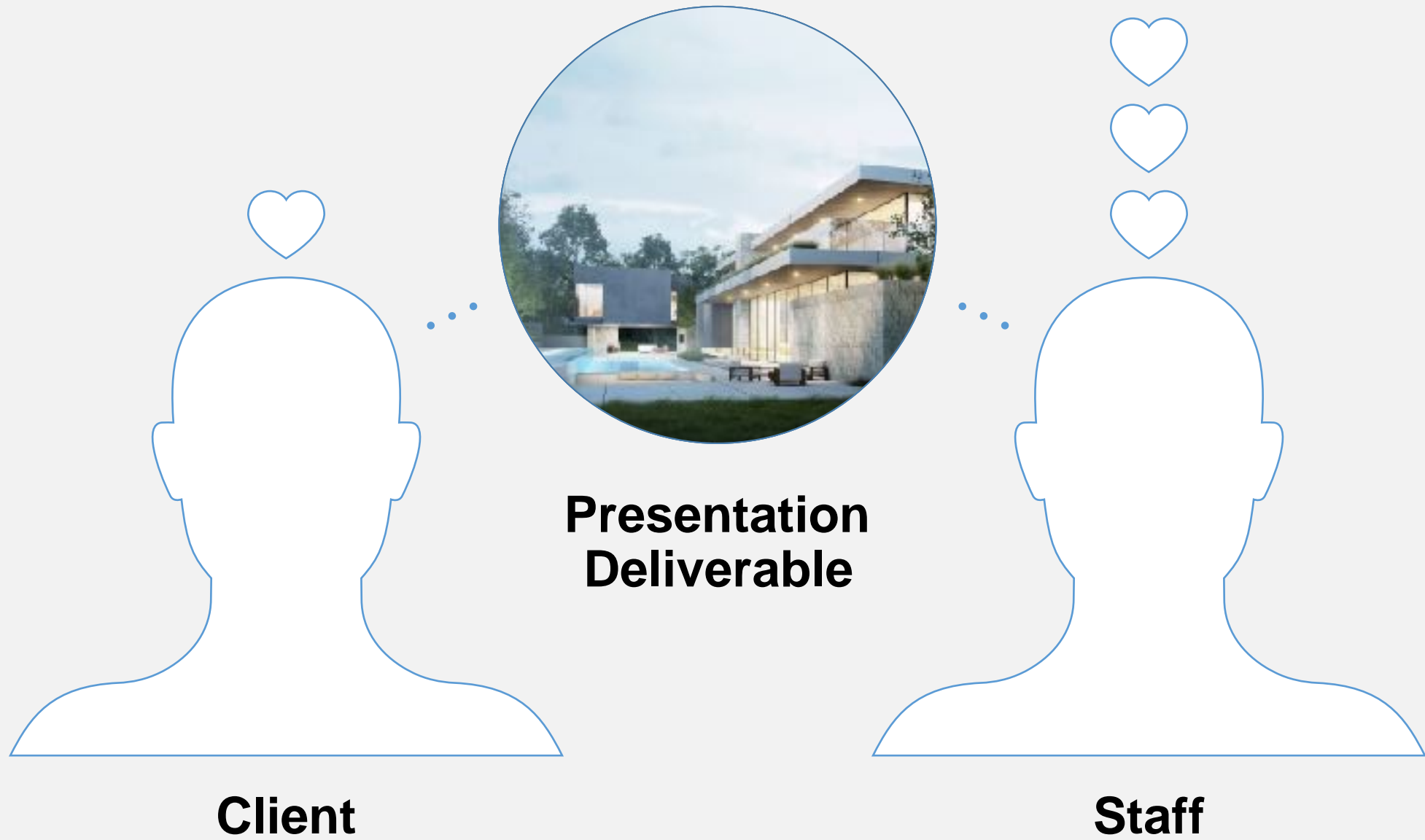
YELP



7

SOUTHBAY MAG





4. Rethink Recruiting

Do NOT hire designers based on their knowledge of a particular software.

Our most successful hires have been those individuals who enter our studio without knowing the software that we use.

Eugene



artist | biology degree | no cad experience



Paul

architect | no housing experience
only used different software

Software can be taught

I have NOT figured out how to teach these things:

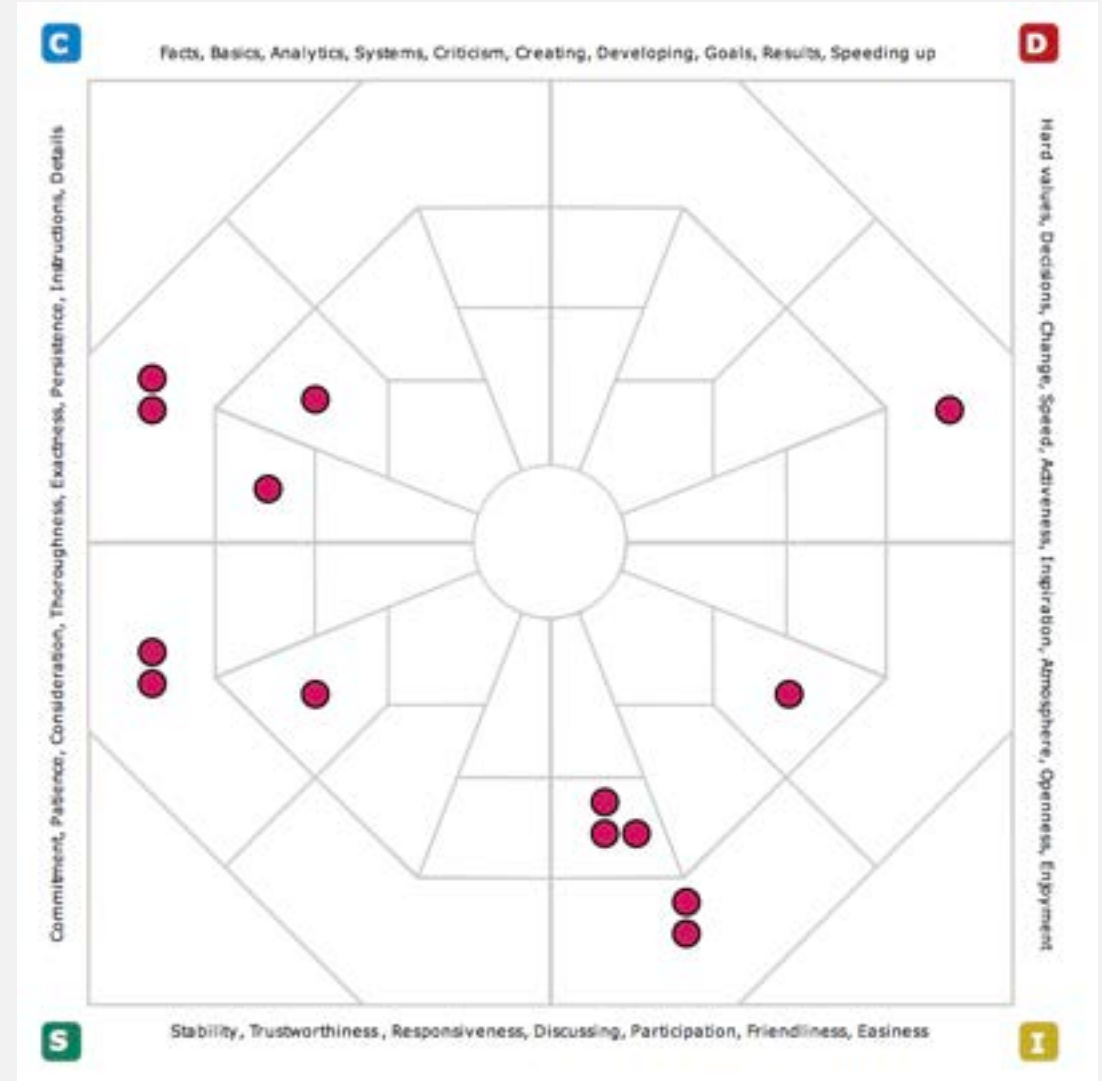
- **Passion for design**
- **Old-fashioned work ethic**
- **Thirst for learning**
- **Good design taste**

Invite candidates to participate in a design charrette

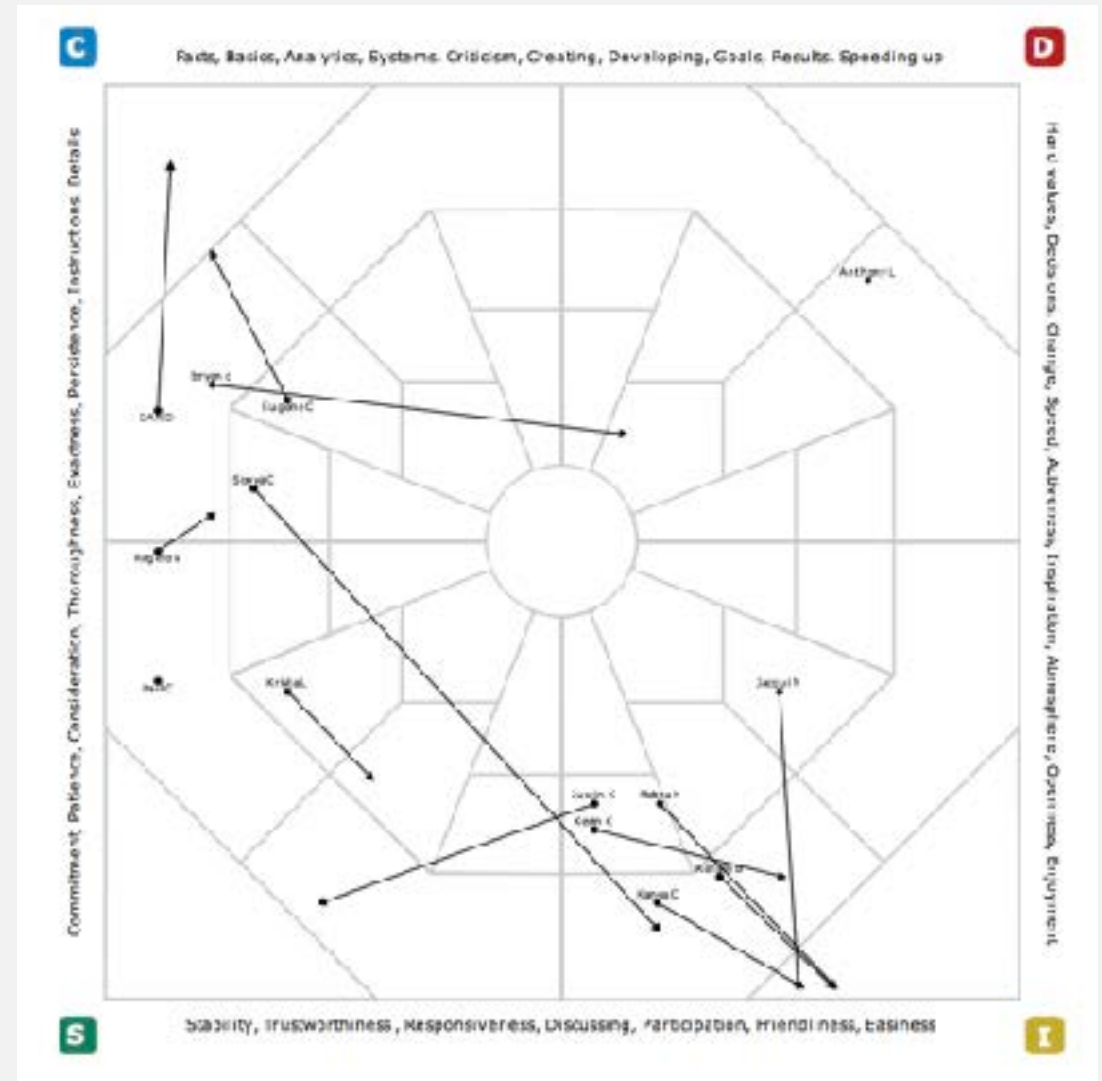
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Use Personality test to go deeper with potential candidates.

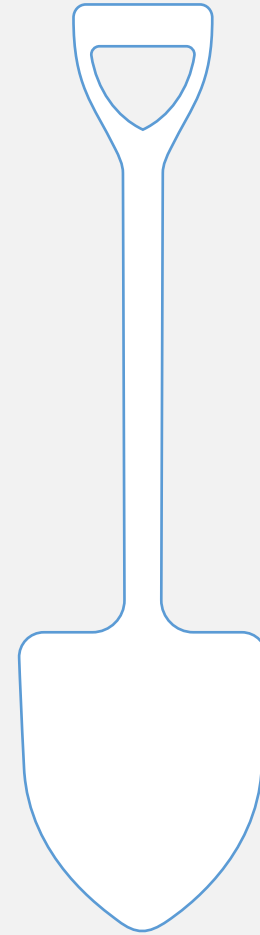


Use Personality test to go deeper with potential candidates.



5. Tackle The Team Talk

**Regularly invest
in uncovering
your team's
tacit knowledge.**



Tacit knowledge?

**It is information that is
understood or implied,
without being stated.**

Your BIM power users know so much. It's nearly impossible to capture this in implementation plan.



Your business leaders know so much about the art of sales, it's nearly impossible to capture this in a sales cycle script.

Your designers pull inspiration for countless resources. It's nearly impossible to just create a catalogue of these sources.

Therefore, it's important to create a forum, for your team to regularly share information.



TEAM TALK

What is your favorite part of your job?



Every Monday, for the past four years, we've dedicated about one hour to this internal lecture series.



**We rotate speakers
every week. Each
week, we present
on a topic that
inspires us.**



**Sometimes, that's a BIM
power user showing
what's new in the
template for this month.**

Sometimes, it's a project manager, summarizing a book that he just read.

**Sometimes, it's a designer,
lecturing on a historic
typology that she believes
is relevant to our work.**

Sometimes, it's our business manager, demonstrating how to be a more effective negotiator.

**Sometimes, it's an
architect arguing for the
connection between food
and design.**

**Sometimes, it's a
slideshow from a staff
member who just
returned from vacation.**

**In any case, it's
a platform for inspiration
and knowledge sharing.**

**It's also presentation
practice. Which
we believe is important.**

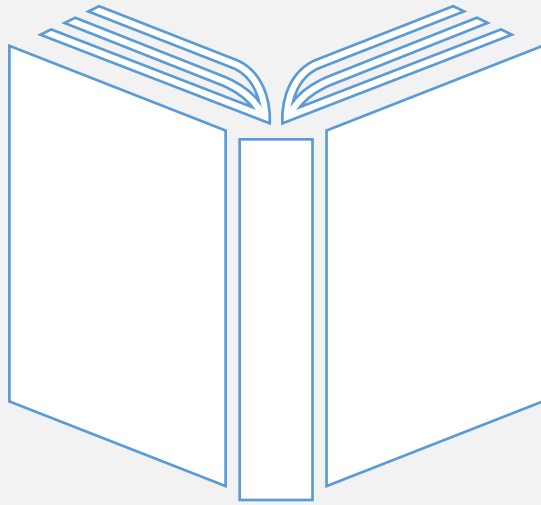
**It's our little way of
hacking Mondays.**

**Team Talks have made a
massive impact on our
studio culture.**

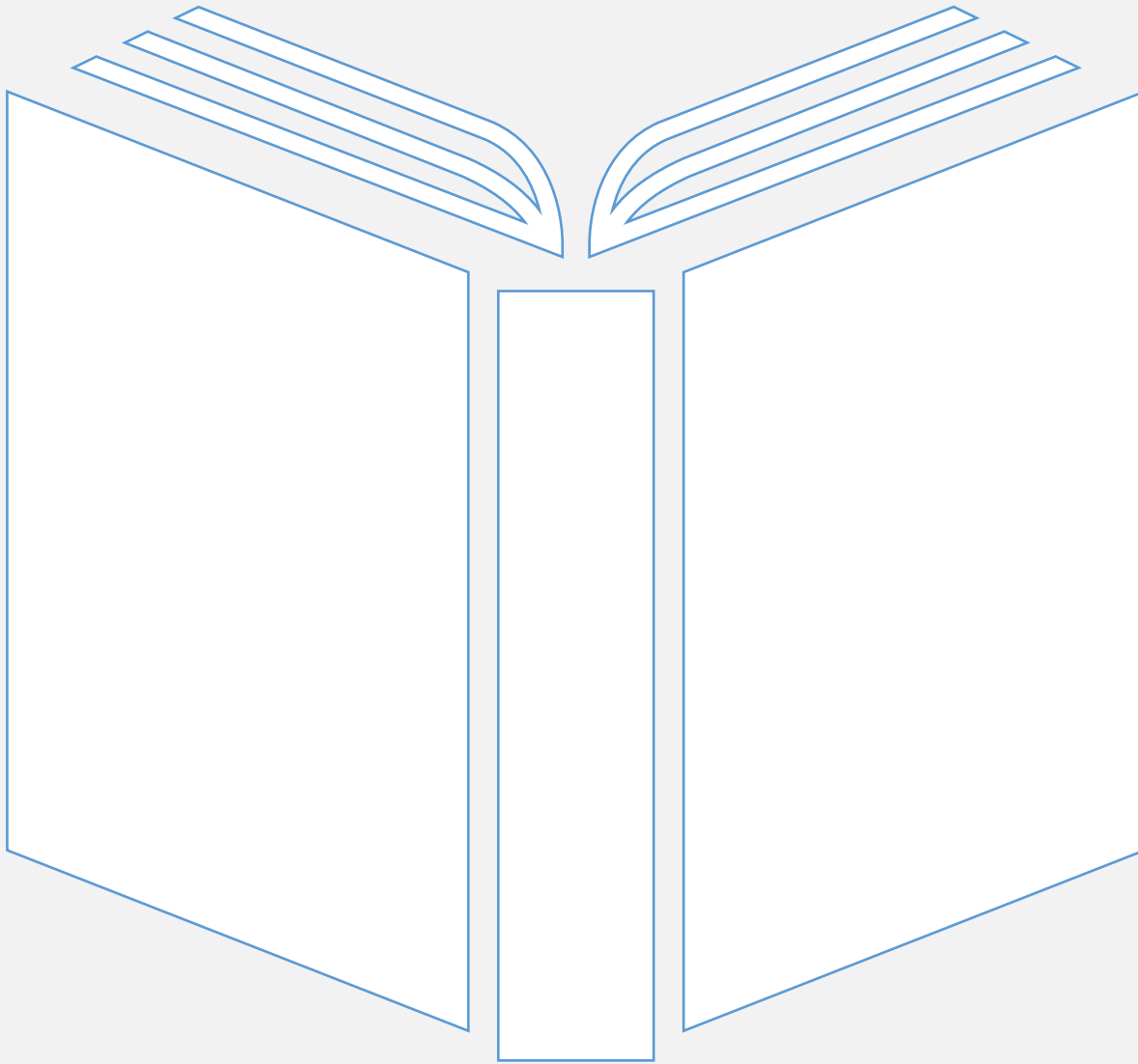
6. Create Collaborations & Cross Branding

**It's a good thing,
when your brand is
associated with
good things**

The Average American



= one book per year



**A
HUGE
Best-Seller is
read by 1 in 350
Americans**

The competition is NOT the other author

The competition is apathy of the consumer

The competition is obscurity

**This allows ARCHITECTS to happily
work together**

Collaborations

Cross-Branding



White Labeling

Jones Landscapes



Project Requirements



Site Information



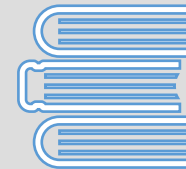
Plant Specifications



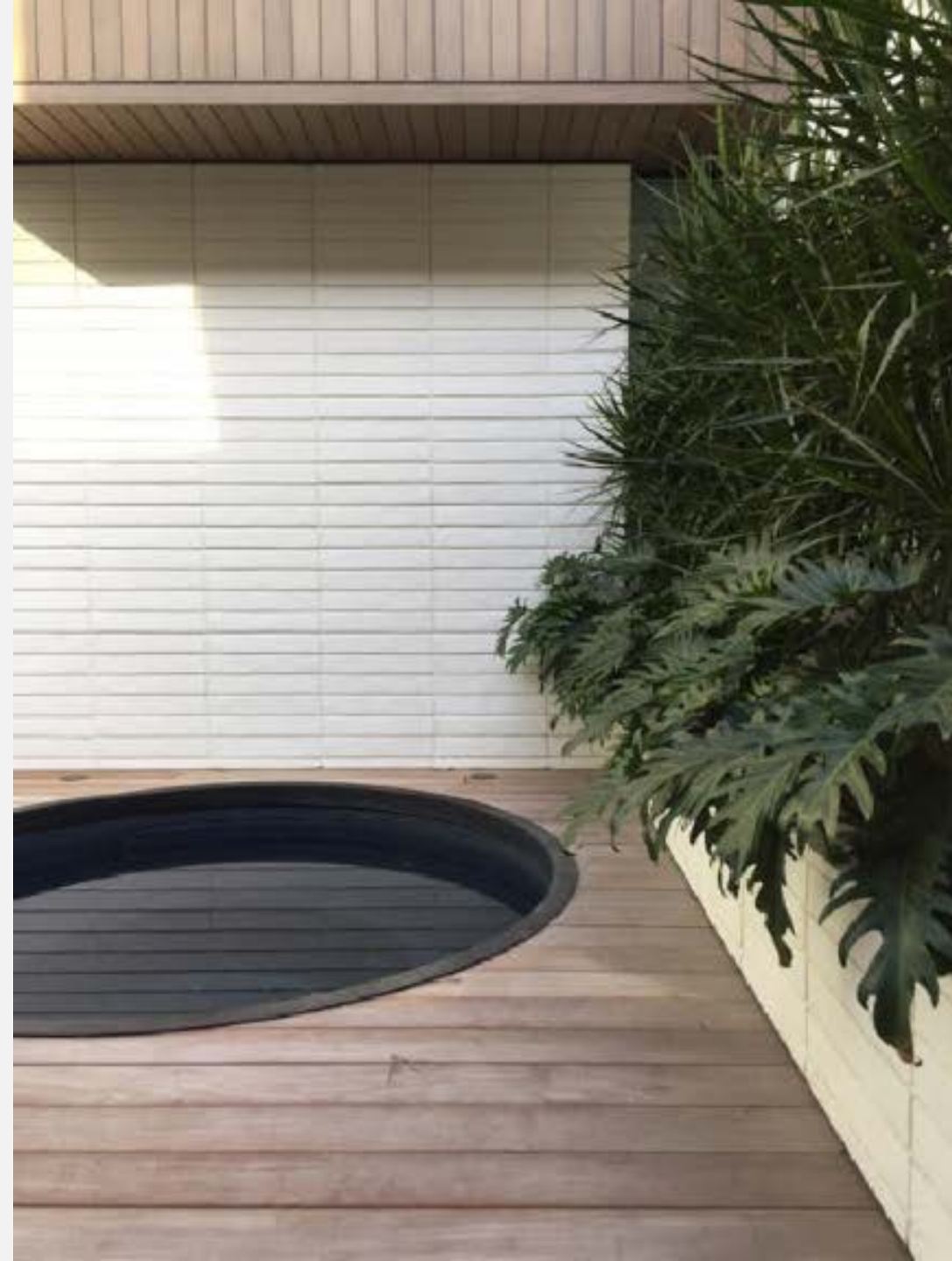
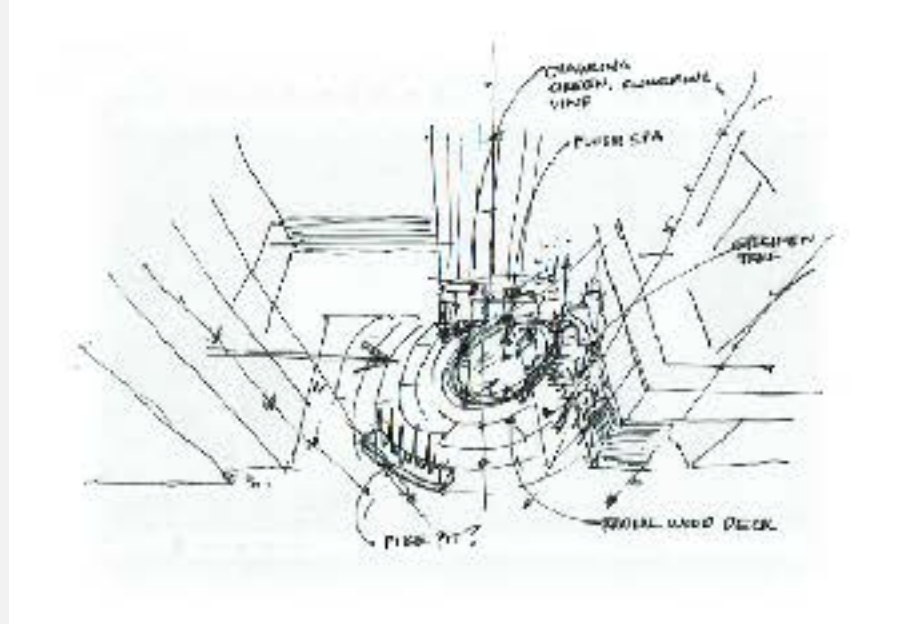
Concept Design



Schematic Design



DD Deliverable





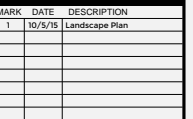
PROJECT NAME
34th Street

PROJECT NUMBER
15022

CLIENT
Anze and Ines Kopitar

PROJECT ADDRESS
117 34th Street
Manhattan Beach, CA 90266

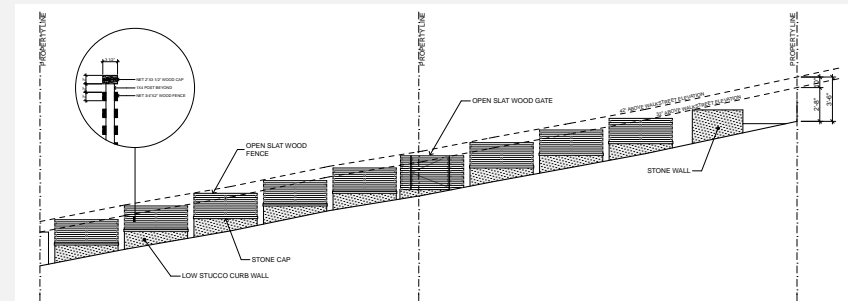
ARCHITECT
Anthony Laney
Laney LA, Inc
8939 S. Sepulveda Blvd Suite 110
#706 Los Angeles CA 90045
213.444.1398
yes@laney.la



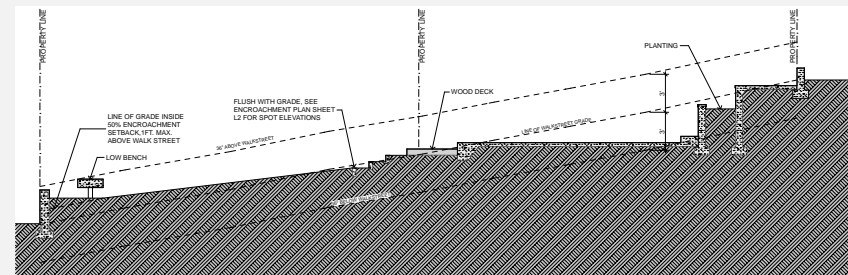
PROJECT NO:	15022
MODEL FILE:	
DRAWN BY:	EC, AL, KC
CHECK'D BY:	AL
COPYRIGHT	LANEY LA, INC. 2015

**ENCROACHMENT
PLANS**

L2



2 WALKSTREET ELEVATION
SCALE: 1/4" = 1'-0"



3 LONGITUDINAL SECTION
SCALE: 1/4" = 1'-0"

Drainage Notes

IMPERVIOUS SURFACE SHALL BE SLOPED AWAY FROM THE BUILDING AT 2% MINIMUM SLOPE FOR A MINIMUM DISTANCE OF 10 FEET; LOT SHALL BE GRADED TO DRAIN SURFACE WATER AWAY FROM FOUNDATION WALLS; GRADE SHALL FALL 6 INCHES MINIMUM WITHIN THE FIRST 10 FEET - PER SECTION R401.3.

ALL SITE DRAINAGE WILL TERMINATE AT AN APPROVED PUBLIC WAY LOCATION VIA A NON-EROSIVE DEVICE.

Water Use Calculation

Lot Square Footage = 2,697 sq. ft.
Building Footprint = 866 sq. ft.
Driveway = 108 sq. ft.

Landscape/Hardscape Area =
Lot Square Footage - Building Footprint - Driveway
Landscape/Hardscape Area = 2,697 sq. ft. - 866 sq. ft. - 108 sq. ft.
Landscape/Hardscape Area = 1,723 sq. ft.

Max. Area of High Water Use Plants = 1,723 sq. ft. X 20%
Max. Area of High Water Use Plants = 344.6 sq. ft.

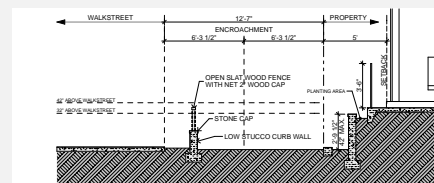
**Landscape Calculation
(Encroachment Area)**

Max Area of High Water Use Plants = 377 sq. ft. x 20%
Max Area of High Water Use Plants = 75.4 sq. ft.

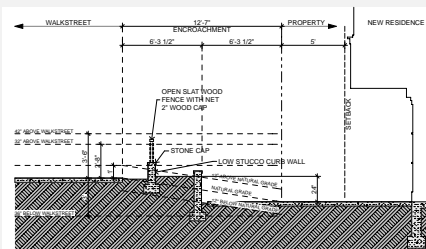
1/3 Landscape Calculation

Encroachment Square Footage
 $1/3 \times 377 \text{ sq. ft.} = 125.7 \text{ sq. ft.}$

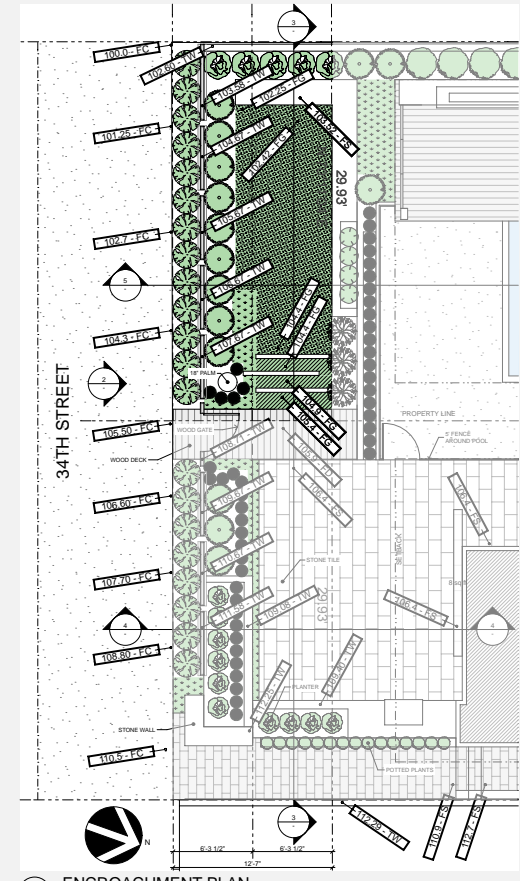
Landscape Area = 318 sq. ft.
 $318 \text{ sq. ft.} > 125.7 \text{ sq. ft.}$



5 CROSS SECTION 2
SCALE: 1/4" = 1'-0"



4 CROSS SECTION 1
SCALE: 1/4" = 1'-0"



1 ENCROACHMENT PLAN
SCALE: 1/4" = 1'-0"

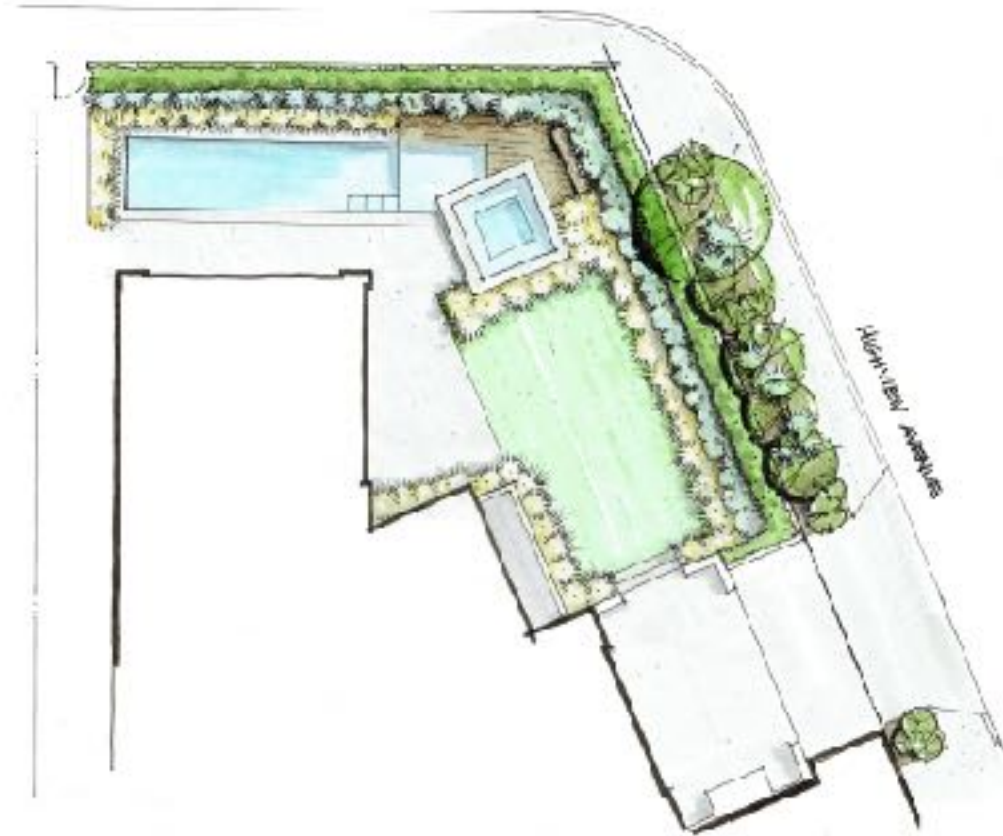
ABBREVIATIONS

FC Finished Concrete
FD Finished Deck
FG Finished Grade
FS Finished Surface
TD Top of Door
TW Top of Wall

NOTE

Landscape shall not exceed 42"

PLANT LEGEND						
SYMBOL	BOTANICAL NAME	COMMON NAME	SIZE	QUANTITY	MATURITY SIZE	ENTER DATES
	OLEA EUROPEA	LITTLE OLIVE	5 GAL	-	36" 40"	LOW
	HESTERIA PUFICATA	CENTRAL ROSEMARY	5 GAL	9	36"	LOW
	SAUVA MENZIESII	CHANDONA	5 GAL	13	36"	LOW
	HYDRANGEA	HOPE-HEAD HYDRANGEA	5 GAL	5	48"	MODERATE
	CORDONIA ALBA	FEETING SHAG	5 GAL	5	36"	MODERATE
	ARGENTODENDRUM	ARGENTODENDRUM (SILVERBERRY)	5 GAL	5	36"	LOW
	EMMELIA CASSINIANA	QUEEN BLUE FLAX LILY	5 GAL	-	18"	MODERATE
	CHONODENDRUM JAPONICUM	SHIMIZU MONARDELLA	PLANTS	9	24"	MODERATE
	CHONODENDRUM MONARDELLA	SILVER CAMELOT	PLANTS	10	6"	LOW
	CASIA ALBA	BEANLEY SILVER	PLANTS (P)	100	15"	LOW



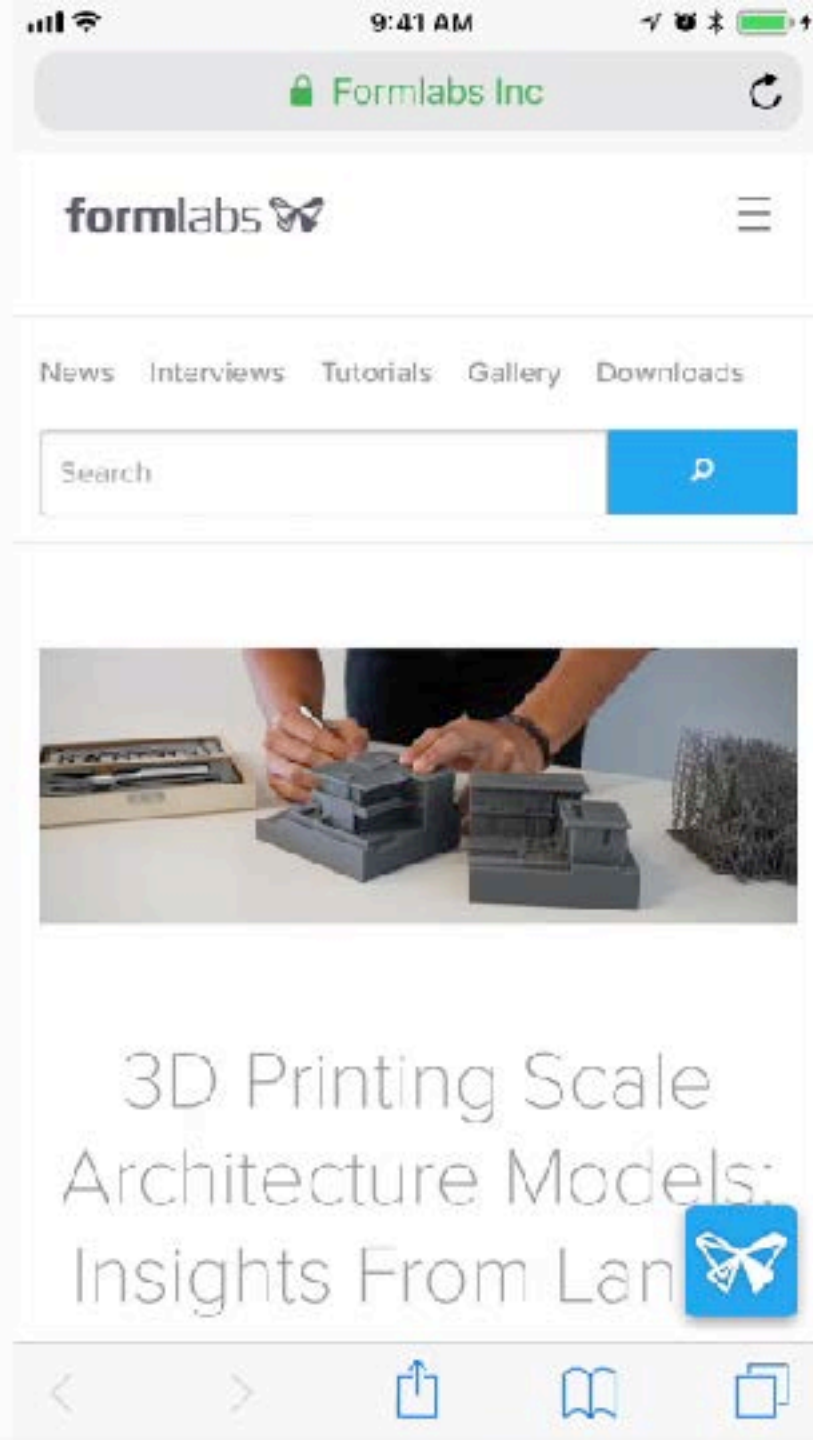


Cross Branding



formlabs

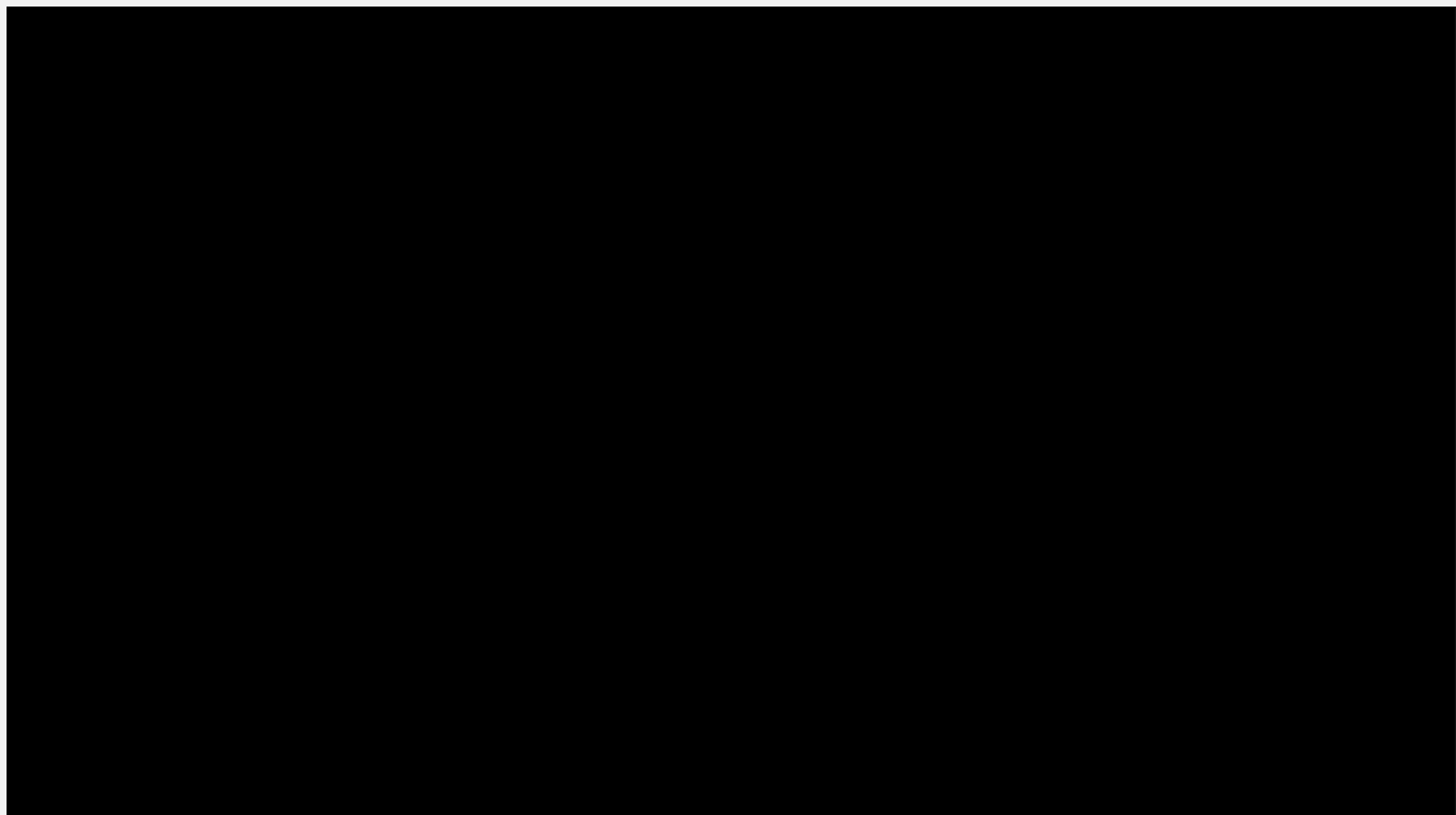
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A screenshot of the Sortly Pro website homepage. The browser address bar shows "sortly.com". The navigation bar includes "Sortly PRO BUSINESS", "For Business", "For individuals", "Pricing", "Blog", "log in", and a "Sign Up" button. The main heading is "Customers Speak" with a subtext "See why thousands of businesses worldwide trust Sortly Pro". Below this, logos for URGIKIDS+, NewYorkART.com, LANEY LA, SHAMROCK MOVING & STORAGE INC., and ROCK INTERIORS are shown. A testimonial from Mehra Kierka, Business Manager at LANEY LA, INC., is featured on the left. On the right, there is a video player showing people working on a whiteboard, with navigation arrows and a "Chat With Us" button at the bottom.

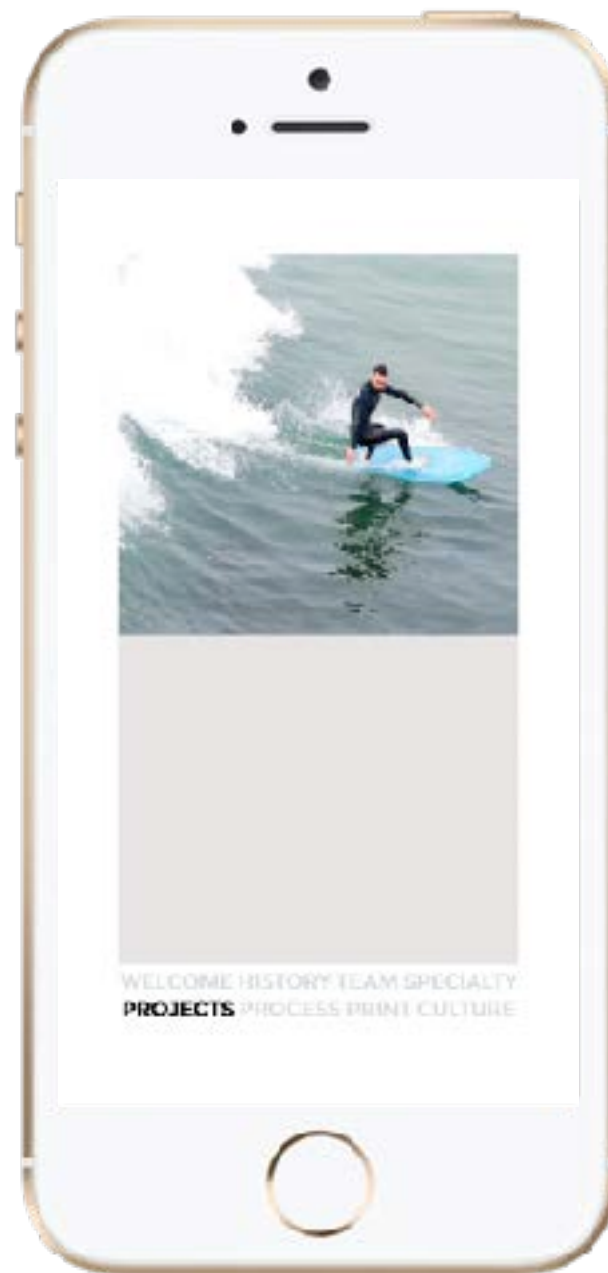
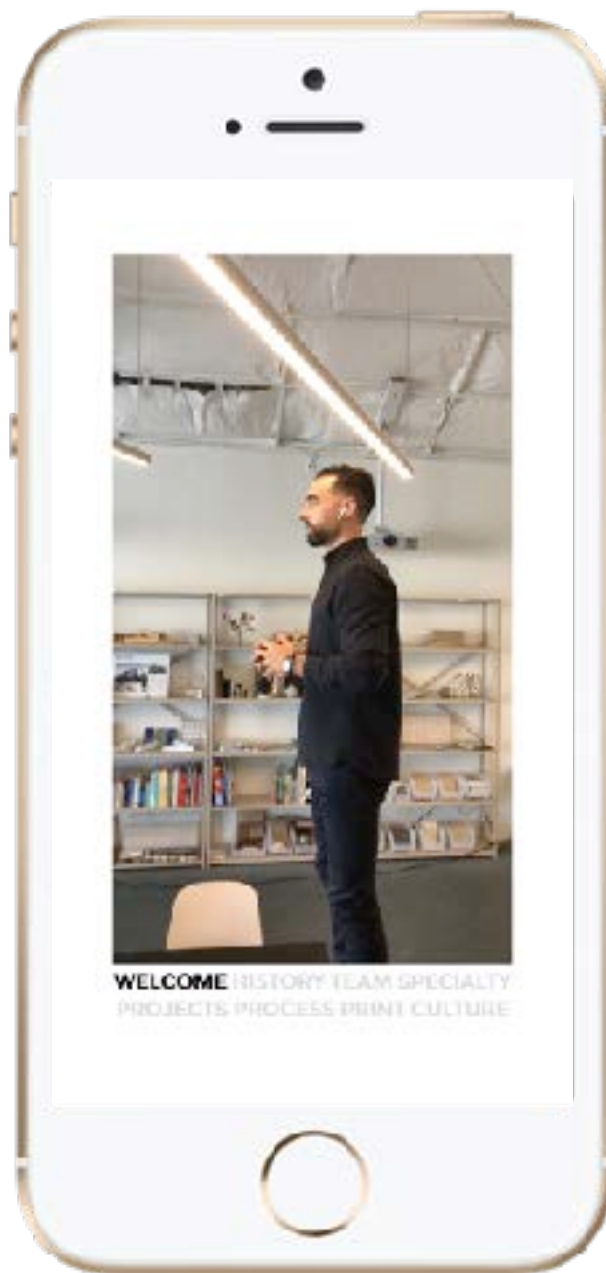
GRAPHISOFT
A NEMETSCHER COMPANY



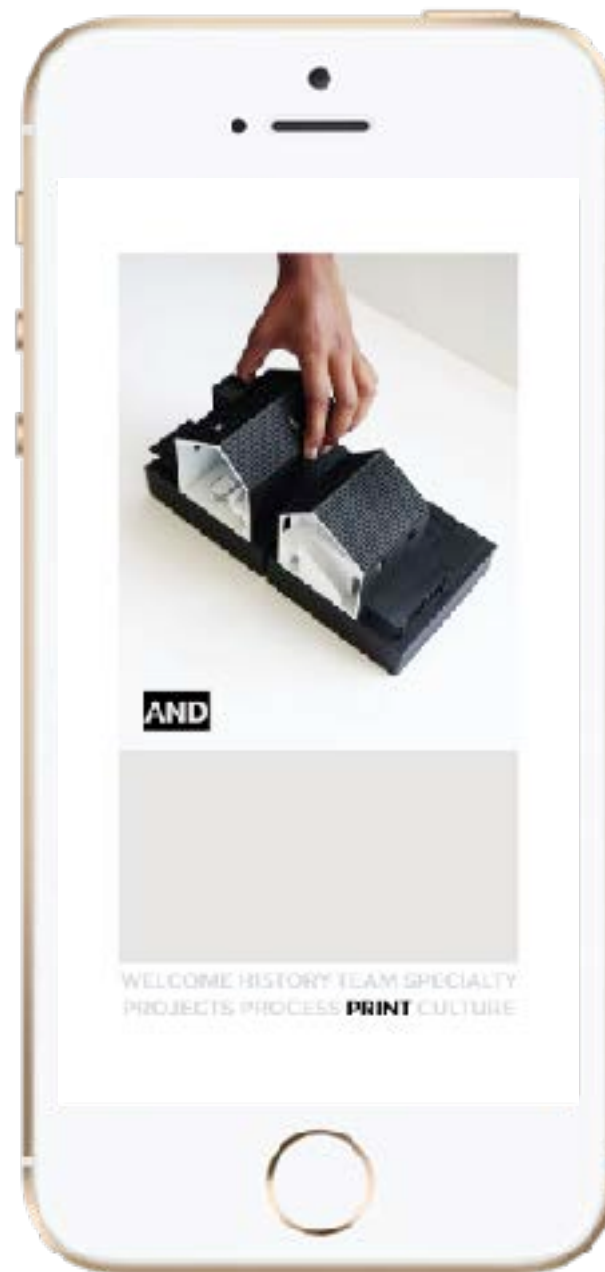
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7. Focus On Client Filtering

Highlight your process for potential clients. If they light up, they're probably a good fit.



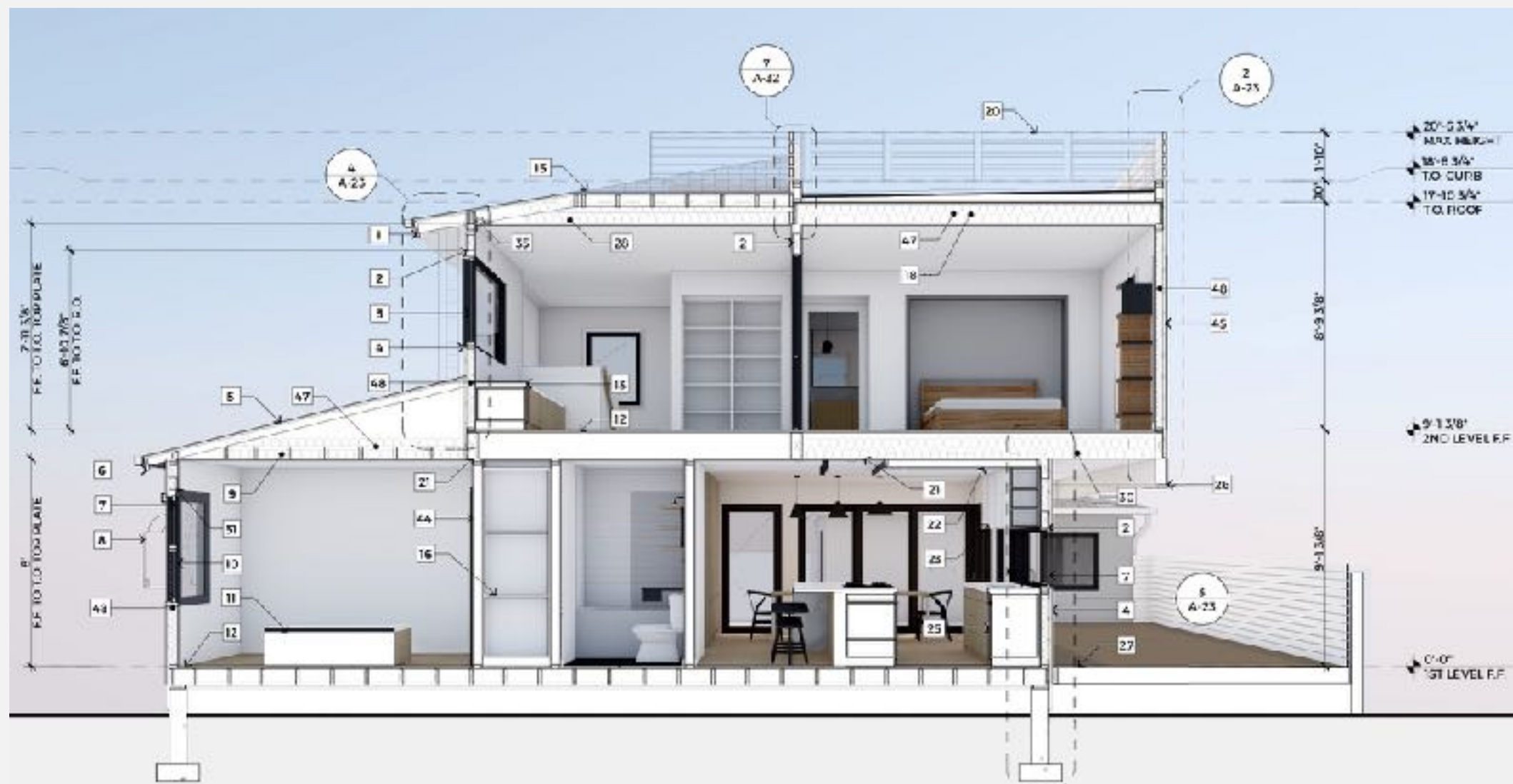


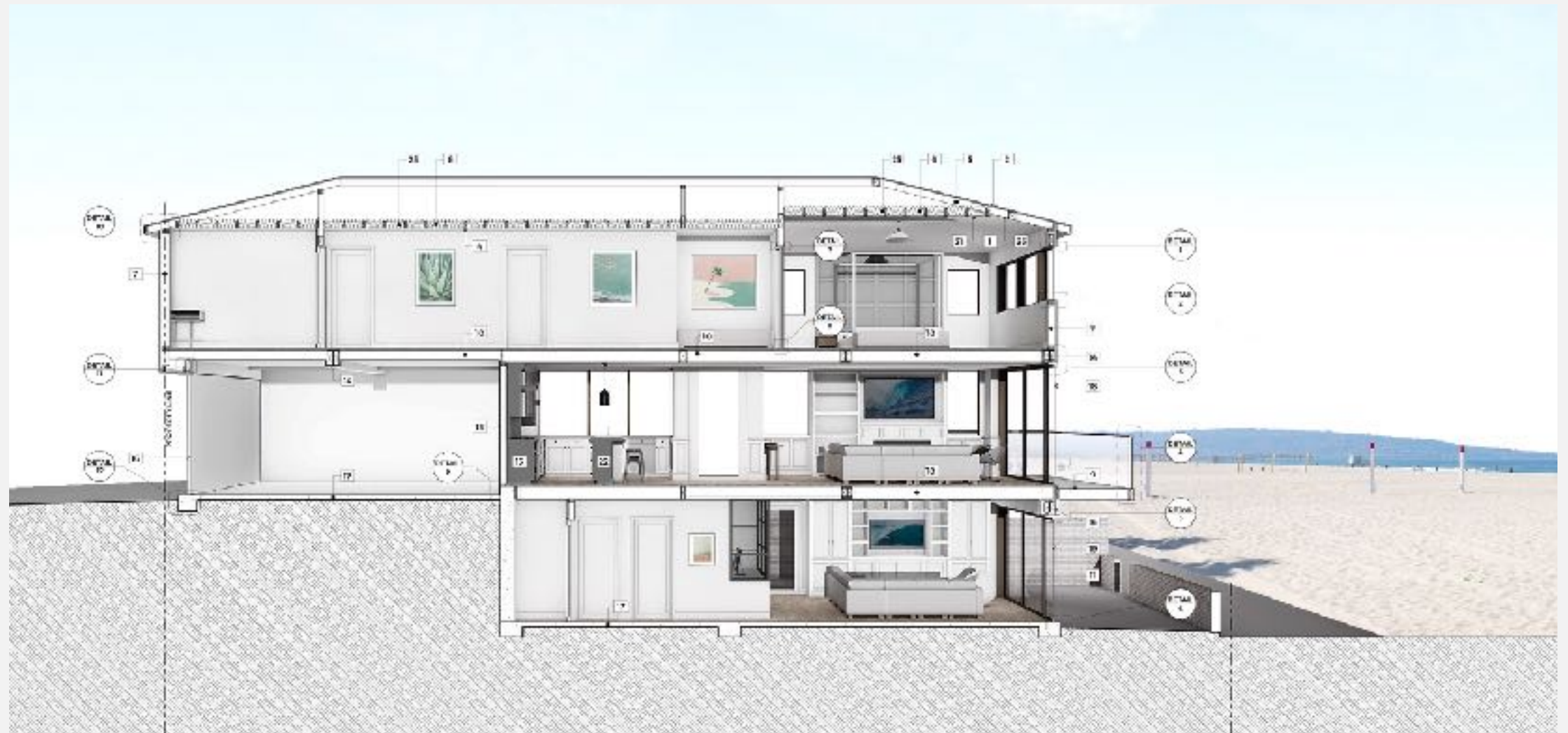


We invite potential clients to our studio, and we give them a taste of our process.



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We're not for everyone

8. Embrace The Drama of Performance

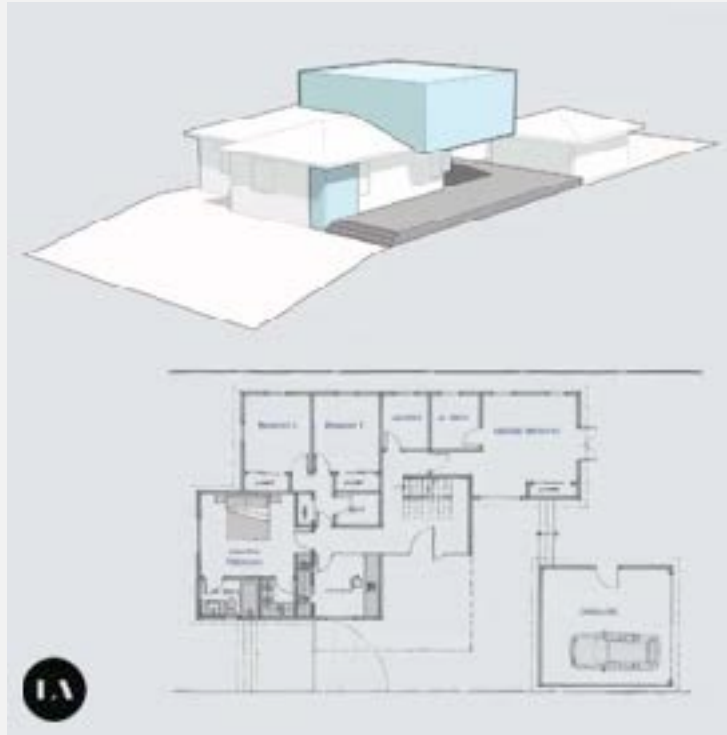
Clients love a live performance.

**Our studio
used to be a
pole dancing
studio.**



Inviting your clients into the design process.

**I'm talking about designing WITH
your clients, not just FOR them.**



**Like a good
host, anticipate
the requests of
your clients, on
the spot.**



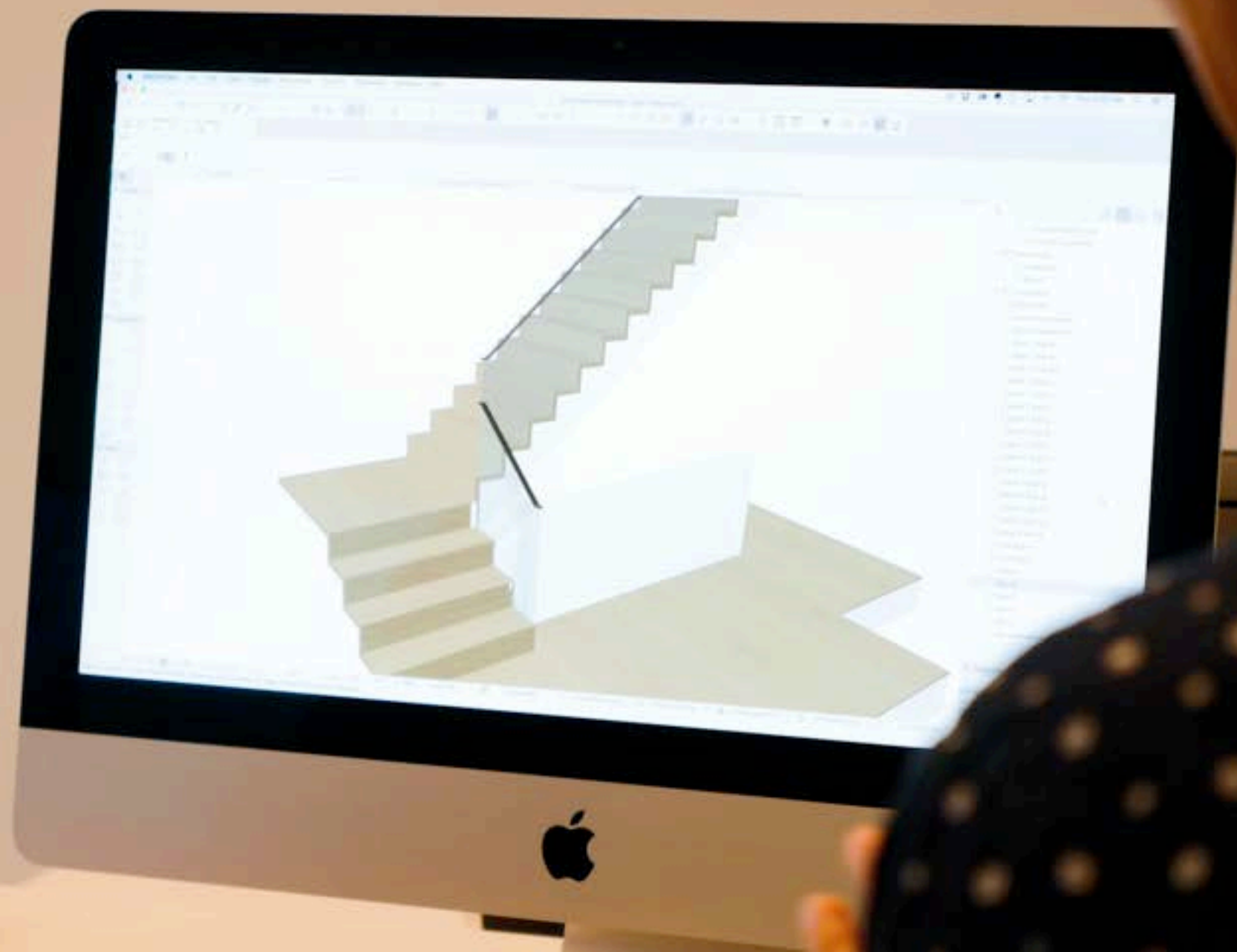
9. Break BIM Outside The Box

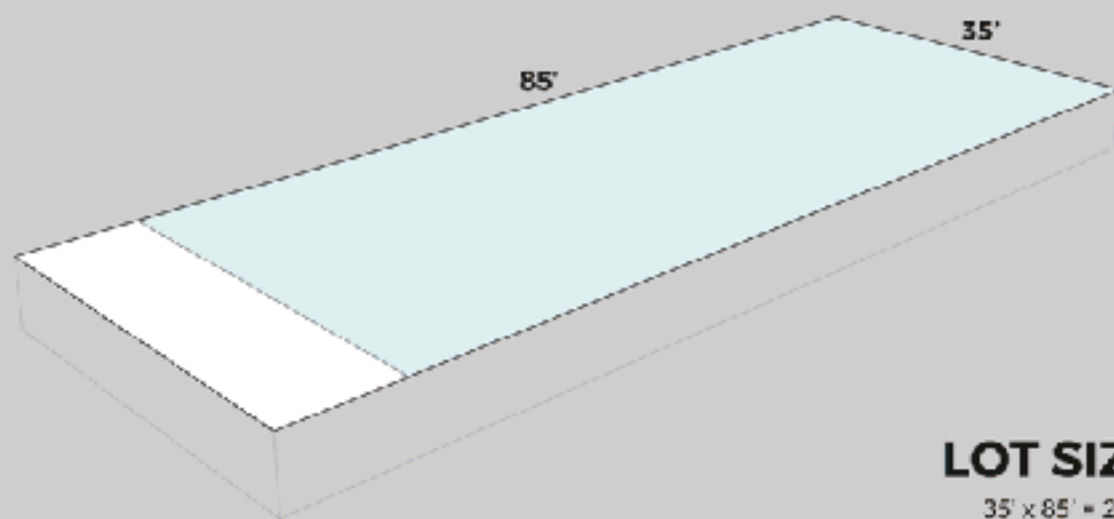
BIM is no longer just for Architects. It's built for a much wider audience.

Favorite Tool

BIMx



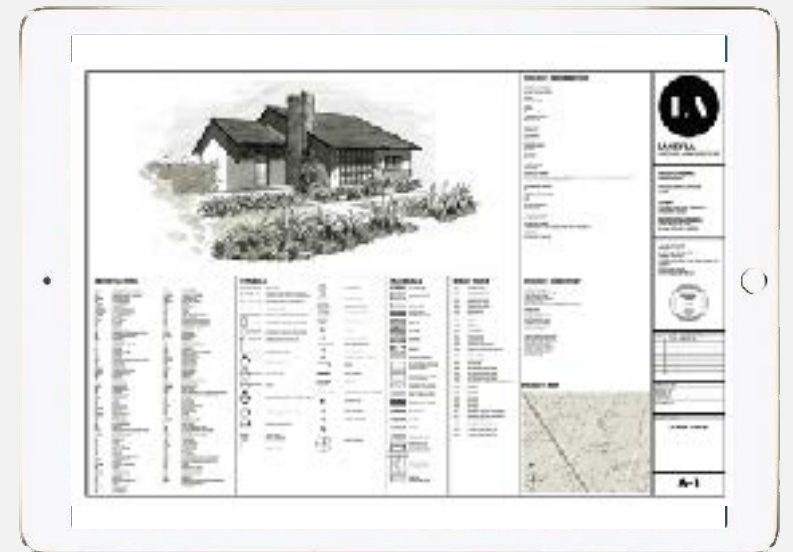
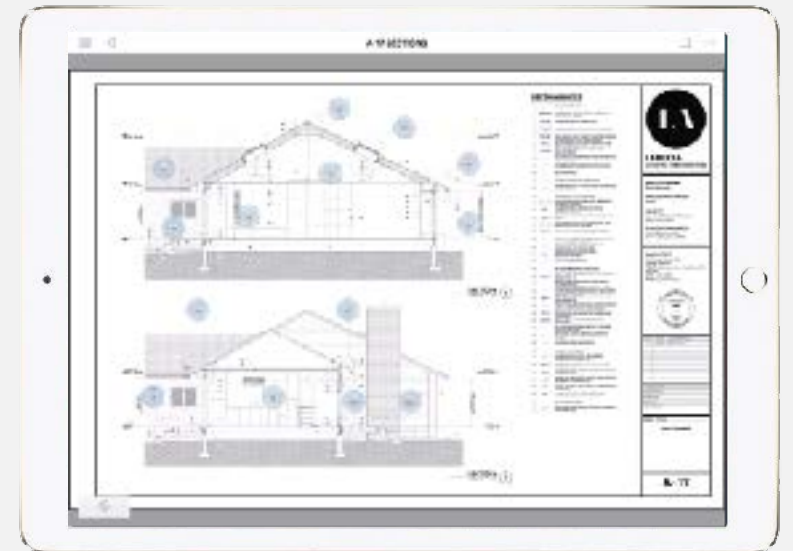
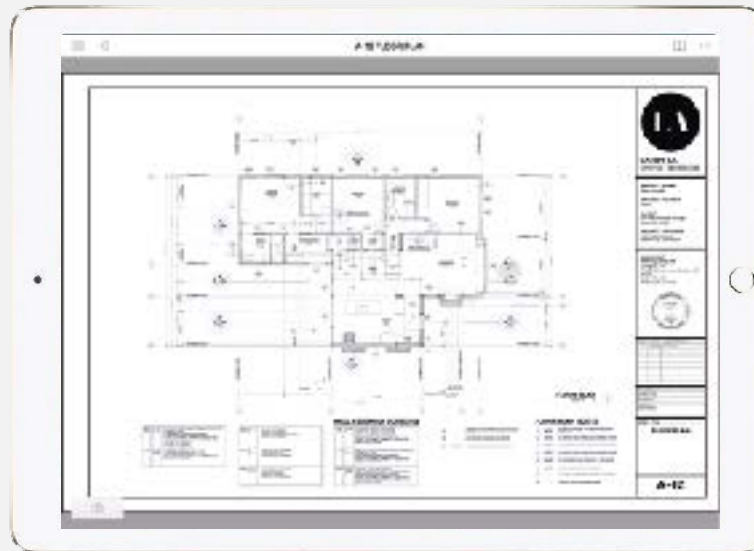




LOT SIZE

$35' \times 85' = 2,975$





Here's a few more tools we love

TEAMWORK



AWS



ARCHICAD



10. Publish Your Portfolio Daily

**For the successful startup, speed is an
irreplaceable asset.**

So, publish your portfolio daily.

Do not wait.

Do not hesitate.

**For the sake of your staff, for the sake
of your potential clients, publish new
design content daily.**



**Yes, this means social media:
Instagram, Facebook, Twitter,
Snapchat, LinkedIn**





HOME THE PROCESS FEATURED WORK OUR TEAM GET STARTED

FEATURED WORK



Culver City Modern



Silverlake Residence



Hermosa Beach Modern



Walk Street Residence



Manhattan Beach Pool House



Manhattan Beach Yard



3DPRINT

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laney.la inc Following

417 posts 6,813 followers 1,340 following

LANEY LA, INC. A PASSIONATE, YOUNG LOS ANGELES ARCHITECTURE STUDIO
DEDICATED TO GREAT CITY BUILDINGS
www.laney.la

Followed by abeylar, jockers, famestackerman + 70 more



Daily L...



AIA Te...



Dwell...



2017 S...





**It also means Archinect, Pinterest,
Houzz**

It means stories and videos.

Your portfolio is no longer a pamphlet or a website. Your portfolio is a decentralized web of content, that is either grows more stale everyday, or grows more powerful with daily additions.

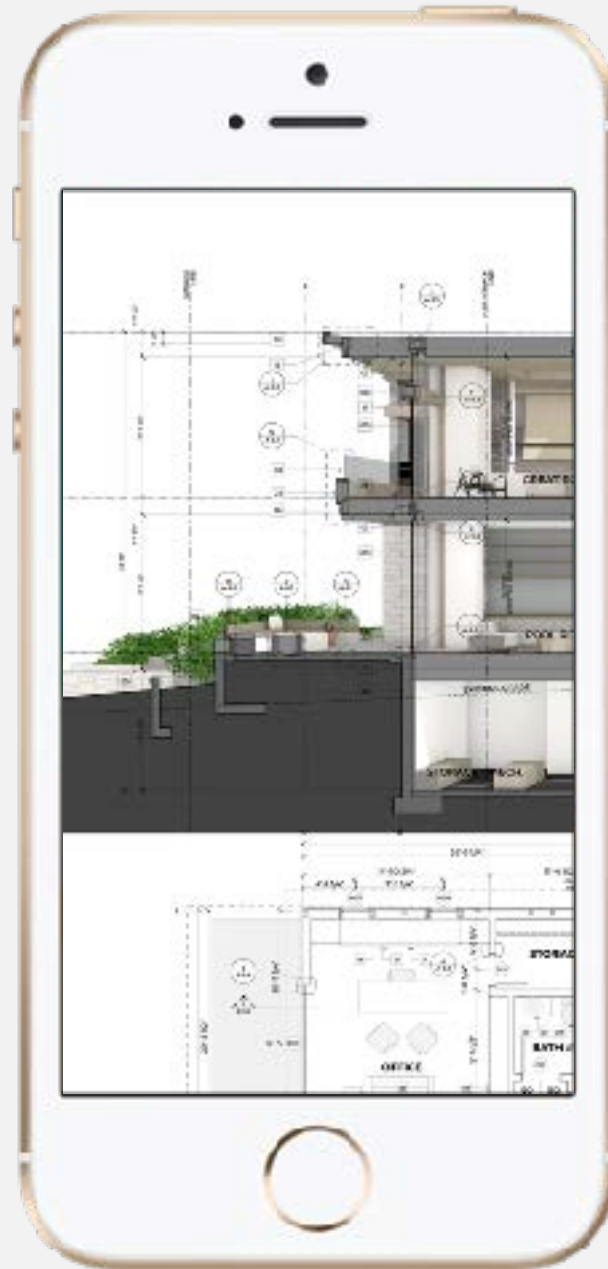
This means sharing what's on your desk, what's on your wall, and what's on your jobsite.

Now you ask, what if the clients don't want this?



To which I respond, would you take a project if you knew that you were NOT allowed to take photos of it?

**Here's some examples of how we've
leveraged realtime storytelling to
publish our portfolio daily**





TAKE ACTION



10 TIPS

1. Target Tiny BIM Projects
2. Train Through Familiarity
3. Empower Emerging Professionals
4. Rethink Recruiting
5. Tackle The Team Talk
6. Create Collaborations & Cross Branding
7. Focus On Client Filtering
8. Embrace The Drama Of Performance
9. Break BIM Outside The Box
10. Publish Your Portfolio Daily

LET'S TALK

WHAT'S ONE
THING YOU CAN
IMPLEMENT?

BE BRAVE

THANK YOU.

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instagram // @laneylainc