

## News

December 21. Wednesday

**Latest happenings in SMPS-NY**

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Tuesday December 20, 2005

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## President's letter

### The Biggest Mistake Marketers Make

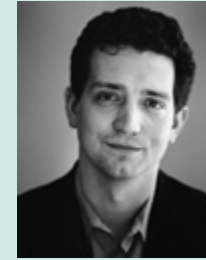
(Hint: It's not misspelling the client's name!)

by David Koren, Gensler Architecture Design & Planning Worldwide  
SMPS-NY Chapter President, 2005-06

"I don't want to work on proposals anymore."

You've heard it said. You may have even said it yourself. Many marketers view proposals as the bane of their existence, a rote task, the thing that keeps them from becoming more "strategic."

Personally, I think this attitude is damaging to your effectiveness as a marketer, your success in your current position, and the development of your career.



David Koren,  
SMPS-NY President

It's easy to understand where the attitude comes from. There are a number of factors that make proposals, for many of us, a real drag. First of all, most firms are not adequately staffed in marketing—either the marketing staff numbers are too low, the skill sets aren't right, or the marketers simply haven't been around long enough to know how to do their jobs effectively. Then, to add to this, most firms aren't particularly strategic about the work they go after—too many proposals, with too few wins, makes the job of preparing proposals feel like working on the assembly line in a sausage factory. Third, of course, is the priority that some principals place on proposals—evidenced by behaviors such as sitting on an RFP for days, waiting until 5PM to sit down to talk to the marketer about the proposal, and acting as if the proposal is much less important than everything else going on.

So, in response to all of this, many marketers decide that the development of their career must be in some other direction—either into a different industry, into public relations or graphic design, or into the vague cerebral regions of "strategy."

There's a classic *Harvard Business Review* article from 1960 called "Marketing Myopia" by Theodore Levitt (reprinted in the July/August 2004 *Harvard Business Review*, p. 138). In the article, Levitt makes the case that the railroads went bankrupt because they didn't understand what business they were really in. They thought they were in the business of moving people and goods around by rail. If they had just understood that they were really in the business of moving people and goods

from place to place (regardless of mode of transport), those same companies would probably own the airlines today. A simple redefinition of purpose could possibly have saved an entire industry.

I think you can apply this same rationale to thinking about your career as a marketer. What business are you really in? What is your role in your organization? What value do you bring? If you feel like your value is in cranking out proposals, maybe you just need to re-imagine your role and purpose.

The way I see it, marketers and the marketing function are vital parts of our organizations. Our mission is to partner with the principals of our firms to bring in work. Sometimes that involves proposals and presentations, and other forms of direct business development support. Other times, we need to work on more indirect marketing efforts—like direct mail, media relations, events, holiday cards, even rebranding efforts.

Strategy is everywhere. It's in everything we do. Strategy is the essence of the value that we bring to our organizations as marketers. But, in my view, strategy disconnected from implementation is just talk. It's easy to "wax strategic" and leave implementing the strategy to somebody else, and then blame that somebody else when something goes wrong. (Just look at our nation's response to Hurricane Katrina for evidence of what can happen when a strategy is developed, but it's not clear who's job it is to implement it, or even how it should be implemented.) As a marketer, your job is to partner with your firm's principals to develop a strategy, and then to see that strategy through. That may mean proposals, and that may mean a postcard. It could be anything. Whatever it is, it's in support of your firm's overall strategy.

When we are truly strategic, and thinking and working in alignment with our firm's strategy for growth, we become indispensable. But strategy, and the implementation of strategy, cannot be outsourced or delegated. It's our job. And it's a great job to have.

### *Calendar of Events*

January 18 **Winning Hotel Work: An Overview of the Hotel Marketplace in the Tri-State Area**  
Wednesday, January 18, 2006  
8:00 – 10:00 AM

[ more ]

February 3 **Leadership for Marketers: Learning to Play a More Critical Role in Your Firm**  
Friday, February 3, 2006  
[ more ]

[click here for more events](#)

### *Movers and Shakers*

By Liz O'Rourke - Ismael Leyva Architects

- David Green, formerly of Ismael Leyva Architects, joined Kevin Hom + Andrew Goldman Architects as Marketing Director
- Madeleine Hope, former Marketing Manager at Hazen and Sawyer, recently launched a consulting practice called Wordspark. The practice is dedicated to writing of proposals, brochures, newsletters, contest entries, Website content, and other marketing materials.
- Former SMPS-NY President, Meredith Berman Lovejoy, formerly of Gruzen Samton, joined Inspection Valuation International, Inc. as Marketing Director . She is a member of the IVI management team in their White Plains Headquarters. Meredith has over ten years of professional services marketing experience.
- Liz O'Rourke, formerly of Warren & Panzer, joined Ismael Leyva Architects as Marketing Director

### *Membership Section*

By Michelle Galindez Russo - Flack & Kurtz

Our first networking event of the year was a success. On September 22, 2005, marketing professionals from our industry gathered at Mustang Harry's to kick off the SMPS-NY 2005-06 year with a night of casual networking! A scholarship raffle was held, which raised \$200 for our SMPS-NY Scholarship Fund. Our annual scholarship was established to recognize the academic excellence of an enthusiastic marketing student

**Membership Counts: Join the 235 members who are part of the premier source for education, information, and resources in marketing professional services for the built and natural environment!**

Let's welcome our newest members!

**Michael Bladykas**  
Bladykas Engineering

**Sarah Corcoran**  
Mancini Duffy

**Bryan Cox**  
Turner Construction

**Diane Davis**  
Taylor Wiseman & Taylor

**Gabriela de Oliveira**  
Global Arch

**Kira Elboury**  
Aggleton & Associates

**Ashley Endlich**  
Bovis Lend Lease

**Lindsay Field**  
Highland Associates

**Lisa Gonzalez**  
Flack + Kurtz

**Wendy Hall**  
AHSC Architects PC/AHSC McLellan  
Copenhagen LLC

**Peter Hallsworth**  
Jeffrey Berman Architect

**Steve Kroeter**  
Archetype Associates

**Stephanie Lin**  
Gruzen Samton LLP

**Bonnie MacIsaac**  
Taylor Wiseman & Taylor

**Shannon McCarthy**  
Mancini Duffy

**Glendaly Orengo**  
Gilsanz Murray Steficek LLP

**Elaine Pirrone**  
SBLM Architects PC

**Holly Reindl**  
Mathews Nielsen Landscape  
Architects PC

**Andrew Sandor**  
CTE

**Kimberly Wittmer**  
Zubatkin Owner Representation  
LLC

**Erin Zielinski**  
Poulin + Morris Inc

### *Board Profile:*

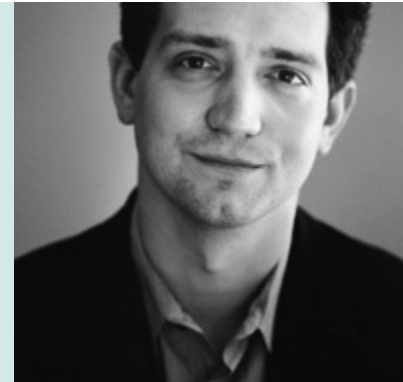
#### **Meet the Board: David Koren – Our New President**

by Madeleine Hope - Wordspark

As a new feature, we're going to highlight a different member of SMPS-NY's Board of Directors in each issue of this newsletter. We begin now with David



issue of this newsletter. We begin now with David Koren, who recently stepped up from Vice President/President Elect to President, following Natalie Wessel's unexpected resignation. (Sadly, Natalie has left our industry, to become a personal physical-fitness trainer.) David is serving as our President for the bulk of the current term, which goes to September 2006.



**David Koren, SMPS-NY President**

Since joining SMPS about six years ago, David has been quite active in the New York Chapter. He became a member of SMPS-NY's Professional Development Committee in 2001, received SMPS-NY's Marketing Mentor Award in 2003, and was named Professional Development Committee Chair and member of the Board of Directors in 2004. He was then voted Vice President/President Elect in June 2004. Regarding his goals for his term as President, David lists, "build the membership, create more of a sense of community, identify future leaders, and activate the passions of our members to grow the organization in ways that fulfill our members' needs."

In addition to his strong ties to SMPS, David has been an Associate Member of the American Institute of Architects (AIA) since 2001. From 2001 through 2004, he co-chaired AIA-NY's Marketing Committee, creating and moderating a wide variety of programs, panel discussions, roundtables, and lectures related to marketing for the built environment.

Careerwise, David is a Senior Associate and Northeast Regional Marketing Director at Gensler, the largest architectural firm in the New York area. He handles Gensler's overall marketing strategy and leads business development efforts throughout the greater New York area and New England. Since joining the firm in 1998 as a marketing writer, his role has gradually evolved. He now leads a team of six marketers in two New York City offices and coaches two other marketers in Boston and Morristown. Of his accomplishments at Gensler, David says that he takes most pride in "building a great marketing team and keeping them happy and engaged." Before joining Gensler, David was with another architectural firm, starting as a marketing assistant in 1992. Like many of us, his entry into professional services marketing was a happy accident: "Gradually, I learned to recognize that the career I have, the career I've made, is exactly the right journey for me to be on. While most marketers complain about 'another proposal' day after day, I think I actually have one of the most interesting jobs of anyone I know."

David's educational background is in writing and theatre, which continue to be among his main interests. He graduated from New York University, with a Bachelor of Fine Arts degree in Dramatic Writing, and from Trinity College in Dublin, Ireland, with a Master of Philosophy degree in Irish Theatre. He is the author of *The Architect's Essentials of Marketing*, a basic guide to marketing for architects, published by John Wiley & Sons and endorsed by the AIA. And in his free time (one might ask, *what* free time?), David writes plays, including two published by the Dramatic Publishing Company.

### SMPS-NY In the News

By David Grant - LVM Group

- *Crain's New York Business* carried word about our Oct. 19 K-12 program.
- *Real Estate Weekly* ran our news release about our day-long, Nov. 4, first-of-its-kind marketing event.
- *Development New York* also ran THE Marketing Event as a listing item.
- *New York Real Estate Journal* ran an article about our Oct. 27 "Mayor's Forum: Westchester and Fairfield Counties."
- *Real Estate Weekly* ran our news release about David Koren's election as president of the New York chapter.

### Program Highlights

#### THE Marketing Event

November 4, 2005

By Michelle McSwiggan - Hillier Architecture

On Friday, November 4 at the Center for Architecture in Downtown Manhattan, the SMPS-NY held THE Marketing Event. This premier, day-long affair was the most in-depth program ever run by SMPS-NY. Abundant attendance, thoughtful planning and a perfect venue helped to bring the much anticipated event to a successful fruition.

David Koren, Chapter President, opened the day by addressing broad issues that face the chapter, as well as the A/E/C/ marketing industry at large. Koren spoke about SMPS's potential to enhance marketers' careers, as well as the vital role that marketers play within their respective companies. He indicated that the





focus of the day and the goal of the organization is to "raise the standards of marketing communications for the industry in general."

The event was organized in three tracks of activities, including "The Principles of Marketing," "Career Development" and "The Cutting Edge," which attendees could chose to patronize. Each marketer attended eight 75-minute seminars, panels or discussions according to their pre-selected schedule. The result was that each professional was able to attain valuable information specific to their interests.

Clients, A/E/C leaders and marketing industry experts all had a platform to speak from at THE Marketing Event. The diversity of speakers allowed attendees to get tips from fellow marketers, feedback from the heads of A/E/C companies and insight from clients. Among the day's highlights were Frances Gretes of Rafael Vinoly's practical, in-depth guide to market research; Joseph Bancato of Gensler's insightful take on marketing from a principal's point of view; and the honest opinions of the representative clients at the "Clients are People Too" panel.

Opportunities for community building were also an integral part of the day. Marketers were split into groups according to role for lunch to discuss responsibilities and strategies and to share winning techniques. At the end of the day a cocktail reception was held on the main floor of the Center for Architecture where marketers swapped gems of information learned throughout the day and strengthened the connections that support the A/E/C community.

**SMPS-NY Area Chapter– Westchester Affiliate Holds  
"Meet The Mayors Forum" at the Yonkers Public Library**  
October 27, 2005

By Patricia Neumann - Accu-Cost Construction Consultants

On Thursday, October 27, the Westchester Affiliate of the SMPS–NY Area Chapter held a breakfast seminar "Meet the Mayors Forum" at the new Yonkers Public Library on the Riverfront at 1 Larkin Plaza. The panel discussion, moderated by William M.



**Picture Event Organizers: David Koren, SMPS-NY President and Marketing Director, Gensler, and Lauren Hlavenka, SMPS-NY Director of Professional Development and Marketing Associate, Handel Architects**



Mooney, Jr., President of the Westchester County Association, included the Honorable Philip A. Amicone, Mayor of Yonkers, NY; Timothy Idoni, Mayor of New Rochelle, NY; Dannel P. Malloy, Mayor of Stamford, CT; and Ernest D. Davis, Mayor of Mount Vernon, NY. The mayors spoke to an audience of over 40 people representing the A/E/C industry. These mayors took office when their cities were not in the best condition and have turned these cities around, making them more vibrant and desirable places to be. All were informed on whom to contact for work in their respective cities.

First to speak was the Honorable Mayor Philip A. Amicone of Yonkers, who stressed that his city was in a decline due to the lack of business there when Otis Elevator and Alexander Smith Carpet left. Realizing the need to create jobs and wealth, the focus was on the Downtown area, especially the waterfront. In order to do this, the city invited businesses in and stressed the importance of their presence there, or else Yonkers would fail. The renovation of the Yonkers train station, two residential projects on the Hudson River, and the new library have all added to the growth of the city. The Mayor stated that the Ridge Hill project is now most important for Yonkers, and they are looking to build a ballpark in the future.

The Honorable Mayor Timothy Idoni of New Rochelle had the challenge of changing the way people thought of New Rochelle by getting rid of the "Dick Van Dyke lives here" attitude. In order to bring people into the city, New Rochelle created a major transportation center and built an entertainment center, New Roc City. Mayor Idoni stressed that the city has \$2 billion to spend on new development; especially the waterfront with real estate, a boardwalk, restaurants, and retail.

Now in his third term as Mayor of Stamford, the Honorable Dannel P. Malloy has seen his city turn around. The crime rate in the city has been lowered by 63%. Seeing a need for housing, the Mayor made it easier to build housing in Stamford. He also saw the need to commit to public education and spent \$300 million building the school system. His most recent revitalization project, the Mill River Corridor Plan, calls for the redevelopment of the corridor in order to provide parkland on both sides of the river. Future projects for the city include housing and offices at the Stamford train



**From left to right – Mayor Davis of Mt. Vernon, Mayor Idoni of New Rochelle, Mayor Amicone of Yonkers and Mayor Malloy of Stamford.**

...state projects for the city include housing and offices at the stadium train station.

Mt. Vernon, a mere 4.2 square miles, does not have a waterfront to build upon and is 99% built up. The Honorable Ernest D. Davis feels obligated to change the lives of his working class citizens, who make up 100 different nationalities. Stating that he has to be creative with development, the Mayor has concentrated on schools as well as affordable senior housing. Future development for Mt. Vernon includes a 300-room hotel, 9,000-seat sports arena, housing, and a hip-hop culture gallery.

#### **SMPS-NY fills the room for Event on the future of K-12**

October 19, 2005

By Kirsten Sibilia - FXFOWLE Architects

On October 19, 2005, SMPS-NY held an important event in their series of breakfast programs, entitled "Meet the Decision Makers: The Future of K-12 Schools."

Organized by SMPS-NY's Director of Programs, Patricia Grew of AKF Engineers, the event was attended by 75 principals and marketers from the New York metropolitan area's top firms. Jane Kolleeny, Senior Editor at Architectural Record, moderated the event. With a strong understanding of the market and insight into recent trends, Jane facilitated a lively dialogue between the four panelists: Barbara Gavasto, Senior Director of Contract Administration, New York City School Construction Authority; Kenneth Levien, President, Levien & Company; Donald Moore, Managing Director of Design and Construction, New Jersey School Construction Corporation; and Steven Nelson, Head of School, The Calhoun School.

The panel discussion included the future of the New Jersey public schools contracts; although activity has decreased recently, Mr. Moore assured the audience that more than 50 contracts are moving forward and new funding is anticipated to meet the educational requirements of the State's school-aged population. Ms. Gavasto of the SCA noted that they have budgeted more than \$10 billion in capital projects, the



**Left to right: Donald Moore, Managing Director, New Jersey SCC Design & Construction; Barbara Gavasto, Senior Director of Contracts, NYCSCA; Steven J. Nelson, Head of The Calhoun School; and Kenneth Levien, President, Levien & Company.**



majority of which will be used for capital improvements.

Mr. Levien, whose project management firm has a focus on private schools, and Mr. Nelson of The Calhoun School, talked about trends in independent schools. In their opinion, the majority of private school expansion work is taking place not because of increased enrollment, but in a push to upgrade the quality and amount of space they have for the existing student population. The design and construction work in private schools often runs counter to the overall economic cycle; the recent boon in activity has been driven by low interest rates and private profits generated during the last stock market high.



**Left to right: Jane Kolleeny (moderator), Senior Editor, Architectural Record, and Patricia Grew, SMPS-NY Director of Programs, and Marketing Director, AKF Engineers.**

The trend towards incorporating community facilities into schools was also discussed. In the independent schools this seems to happen less formally, but inviting the parents and alumni for lectures and performances is often a vital part of a school's mission. The public schools in New Jersey are designed to serve the community after hours and are careful to evaluate the program effect of the shared facilities in order to assess if third party financial support is needed.

The panelists agreed that incorporating technology into educational facilities was a requirement –and that it often demanded a high percentage of the budget to fulfill expectations. Another interesting point of discussion was environmental sustainability and the USGBC's LEED rating system. All public school projects in New Jersey are done to LEED certification level, and Mr. Moore felt strongly that this improved the quality of the buildings –and had not necessarily increased the cost of their projects. Mr. Nelson noted that the new Green Roof on top of the Calhoun School expansion was the least expensive part of the project – especially considering that the weather barrier also served as a vegetable garden for the students and a play area as well.

#### **Photos from September 22nd Networking event:**





From left to right– Mary Meade, Rolf Jensen; Julie Pampuch, WB Engineering; Marybeth Miceli, Sam Schwartz PLLC; Danielle Filsinger, Sam Schwartz PLLC; Kathy Kleiver, Hillier; Michelle McSwiggan, Hillier.



Frank Padilla of Flack + Kurtz with an associate.

### *Dear Marketing Guru,*

By Meredith Lovejoy - Inspection Valuation International

#### ***Dear Marketing Guru:***

*I am about to start a new job as marketing director of an A/E firm. How should I approach my first months there so that I can land with my feet on the ground and make a good impression?*

*Signed: Anxious to make a good impression*

#### **Dear Anxious:**

First, take a deep breath-they chose you and hired you. So you can feel good on your first day. Smile a lot. Make friends with the receptionist and administrative assistants.

Don't tell your new bosses/colleagues what you think of their management/marketing systems or their materials – you may think they are still in the dark ages, but spend a lot of time observing, asking questions, and listening before you tell them what you really think. And when you do tell them what you think, do it constructively, with suggestions ready for how to make quantitative improvements.

Don't bite off more than you can chew. If everything is a mess, start with something small – their brochures, tear sheets, or letters of interest, etc. You can draw up a schedule of what you intend to accomplish, but do it one thing at a time so you don't get overwhelmed or over commit on what you can deliver.

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Abby highly recommends that you spend the first weeks at your new company not only observing, but also interviewing, your new bosses/department heads. Get a feel for them as people; learn what makes them tick, what their hot buttons are. What excites them? Don't try to be smarter than them. Listen carefully. Know your time will come to show them what you can do.

Here are some questions you can ask to get started on this process:

- What do you think the perception and reputation is of XYZ company?
- What misperceptions exist?
- What are the biggest obstacles to obtaining new work?
- What would be helpful from a marketing/communications perspective when you hit resistance with a potential new client?
- What is your brand strategy?
- How do you differentiate XYZ from your competition?
- Who do you see as your competition?
- What building types/market sectors do you service?
- What are the strengths of XYZ?
- What are the weaknesses of XYZ?
- What are the threats?
- Opportunities?
- Challenges?
- What publications have you been published in/which ones do you want to be in?
- What's your hit rate?
- What conferences/conventions do you attend/have you attended in the past? What has been the outcome?
- How can I help you – what is your goal for Marketing?

Good luck!  
Sincerely,  
Marketing Guru

*Join a Committee*

**Maximize your association membership & get involved! Join a committee!**

The SMPS New York Area Chapter's day-to-day operations are conducted by our Committees, and we encourage all members to join. To learn about each committee,

please read the following descriptions.

**Communications**

A creative group, the Communications Committee is responsible for spreading the word about all of our events, as well as preparing all of the supporting materials displayed and distributed at our events. Specifically, we are responsible for producing our chapter's newsletter; maintaining the chapter website; promoting our sponsors; and designing postcards, emails and advertisements to promote our events. Writers, graphic designers, and photographers are encouraged to participate. Please contact Julie Pampuch at [jpampuch@wbengineering.com](mailto:jpampuch@wbengineering.com) for additional information.

**Membership**

This committee welcomes potential members by initiating special promotions and responding to all inquiries on the benefits of SMPS membership. Please contact Michelle Galindez-Russo at [michelle.galindez@ny.fk.com](mailto:michelle.galindez@ny.fk.com) for additional information.

**Professional Development**

This committee plans a variety of educational events and learning opportunities for addressing a range of issues for marketers of every level. Please contact Lauren Hlavenka at [lhavenka@handelarchitects.com](mailto:lhavenka@handelarchitects.com) for additional information.

**Public Relations**

The PR Committee focuses on spreading the word about SMPS, our programs and events, and our membership to the AEC community through press outlets. We are seeking writers for releases and articles, photographers to help document events and programs, and marketers who are well organized to help maintain our database, archives, and calendar. If you think you might be interested, please contact Kirsten Sibilia at [ksibilia@xfowle.com](mailto:ksibilia@xfowle.com) to learn more.

**Programs**

These members do it all! For each monthly program, they select the topics, invite the speakers, and coordinate everything from soup to nuts (or coffee to croissants for breakfast programs!). Our programs focus on timely topics affecting the AEC industry, ranging from networking events to presentations and panel discussions featuring industry experts. These events offer great opportunities to stay informed about the latest trends and to network with colleagues as well as clients. Please contact Patti Grew at [pgrew@akf-eng.com](mailto:pgrew@akf-eng.com) for additional information.

**Special Events**

This committee draws on the talents of its members to organize and execute the Chapter's signature events! The Holiday Party, an important networking and fund-raising event, enables SMPS-NY to give back to the community at large each year.

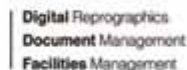
The Honor Awards in June focuses on the accomplishments of those who are dedicated to the pursuit of excellence in the A/E/C industry. The committee also coordinates all tasks involved conducting the chapter's Annual Meeting. Please contact Maxinne Leighton at [mleighton@bbbarch.com](mailto:mleighton@bbbarch.com) for additional information.

#### Sponsorship

This committee is responsible for recruiting corporate sponsors and/or patrons for all SMPS-NY events as well as advertising in our newsletter. This committee is critical to maintaining a strong financial position for SMPS-NY, as the funds brought in through sponsorship allow us to organize high-quality programs that attract a high numbers of attendees. Please contact Heather Hatfield at [heather\\_hatfield@mcgrawhill.com](mailto:heather_hatfield@mcgrawhill.com) for additional information.

Become active in SMPS-NY by joining a committee and maximize your association membership. Contributions you make to one or more of the committees greatly help the chapter. It's a fun way to share new ideas, meet your fellow marketers (grow your network!!), and take your career to a new level.

#### 2005-06 Corporate Sponsors



Special thanks to Lisa Storer (Cook + Fox) for designing and to Cathy Pawlowski (Beyer Blinder Belle) for editing this e-newsletter.