


Practice Management

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Addressing the necessary process of business development and the strategies firms use to partner with the right clients.

Letter from the editor

By Sara R. Boyer, AIA, LEED AP BD+C

Have you ever felt like an interview was like a blind date? Think about it. In a worst-case scenario, you've never met each other before...it's kind of awkward at first...you are hoping for a second date...actually, you're hoping to engage in a contractual long-term relationship via the B101!

Perhaps your firm is one of the lucky few who can rely on brand development to gain new clients. They know who you are before you walk in the room. Charisma and reputation have resulted in clients begging to work with you. Good for you.

The rest of us, on the other hand, are diligently farming potential clients and servicing our current clients for repeat business and referrals. It is an endless part of the process to sustain business. Business development requires finesse, persistence, and patience. Business development is quintessentially relationship building.

This quarter three firms openly share their trusted methods and best advice for developing business. I am grateful for their forthrightness. Also, I am excited about the diversity of the authors. The Latina-owned, multidisciplinary, east-coast, boutique studio **Moya Design Partners**, offers insight on their one-stop shop services through the interview with CEO and Founder Paola Moya. The Portland-based, husband and wife led studio **Guggenheim Architecture + Design Studio** discuss how their core values influence their business development strategy. The global firm **Perkins and Will** shares their approach to business development; make sure you do not miss the market breakthrough example.

Providing the bridge between business development and the Owner-Architect agreement, the infallible resource of the AIA Trust outlines potential risks and provides cautionary advice of proposal and contract terms in the article *Preparing Proposals Without Losing Perspective*.

I hope the AIA Practice Management Knowledge Community enjoys this quarter's edition of Practice Management Digest focusing on business development, and please consider the environment before you print.

Features

Moya Design Partners

By Paola Moya

"Having a flexible mentality in business has allowed us to work on diverse commissions that we never thought we would work on. We have been able to partner with larger firms where we work under them or vice versa, and we have been able to support our partners with projects that need mixed-used architecture, interiors and branding. "

Guggenheim Architecture + Design Studio

By Jeff Guggenheim, AIA, and Jenny Guggenheim

"We've found that creating a strong client-architect relationship is a process that begins well before the client signs the dotted line of your AIA contract. Attracting and vetting clients with values and expectations that align with your own is incredibly important."

Perkins and Will

By Chris Waight, AIA

"By maintaining good relations with existing clients, and with individuals working for those clients, we can not only keep existing clients but gain new ones when the individuals take new positions with other companies"

Preparing proposals without losing perspective

By Kevin J. Collins, RPLU, Associate AIA

Preparing proposals is an essential task of design firms and doing it well requires important marketing skills. Caution, however, must be exercised to avoid setting up unrealistic and possibly uninsurable expectations.

Further reading and resources

A More Productive and Fun Approach to Business Development – an on-demand AIAU course, 1 AIA LU

What clients want: Future business development by Karen Courtney, April 6, 2016

Business Development for Architects by Fred Bernstein, January 08, 2007

Contribute to the Digest

The future issues of the *Practice Management Digest* are currently planned to cover topics such as firm management, talent management, and architectural writing. If you have topics related to practice management that you'd like explored or articles you would like us to

consider, please contact pmkc@aia.org.

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 network.aia.org/blogs/sara-r-boyer-aia/2019/12/11/moya-design-partners-paola-moya-interview-about-bu

By Paola Moya*Moya Design Partners is a multidisciplinary boutique studio producing creative work in the fields of architecture, interiors, and visual design. Our portfolio is as diverse as our innovative team. We serve clients ranging from MGM Resorts to nonprofit organizations, business improvement districts, universities, entertainment, sports arenas, theaters, private developers, and charitable foundations. www.moyadesignpartners.com*



How does your firm define its business development strategy(s)?

Moya Design Partners (MOYA) defines business development strategy as relationship-building, cultivating interest, and delivering quality of work. The best way to obtain new clients is through introductions from peers, current clients, and company contacts. The cycle for cultivating interest is extensive and can take years, so building relationships and providing clients with added value is important to set up a winning strategy. Emotional intelligence is a crucial factor. For existing clients, it's not enough to deliver our work on time. We check periodically to understand *how* we are delivering our services. At informal meetings, we check on how the team is doing, and we use a client survey at major milestones to seek ways we can improve.

MOYA offers an array of design services from architecture to interiors to graphics and exhibits, so we work with clients in a variety of mediums to bring their visions to life. These one-stop services complement the overall look and feel of an architectural project. We provide turnkey solutions, so when clients arrive in their new space, everything has been thought out, from the architecture and interiors to branding and even the interior décor.

To complement our private sector business development strategy, MOYA invests resources to pursue RFP competitions and public submissions. We partner with developers to submit responses to multifamily, museum, education, recreation, and office space projects. Our team not only provides architectural services, we fully engage our visual design team to tell a story that can capture the essence of a project. We engage the community through contemporary technology to help them learn more about a project. Our communications strategies for projects have included branding, logo and even full project websites. For all public RFPs, we work closely with the agencies to understand their upcoming needs and future pursuits. This allows us to set up a strategy in advance and form a team of professionals that are best suited to meet the project's goals.

What are some of the techniques that you use to implement that strategy?

We want to tell others the story of what we do. Our PR and in-house communications team sets up a yearly and monthly strategy on how to accomplish that. We create a list of current clients and strategize how we can better serve them. We periodically look at our potential clients and establish one-to-one meetings. We maintain our website with current and past project information and keep our social media platforms up to date. Internally, we find ways for upper management to improve their leadership styles by enrolling in local leadership programs, where relationships often translate into projects. Each team member is encouraged to do networking, not just for the company but to build their own brand and grow their relationships.

What does a strong client relationship feel like and how can one be strengthened?

A strong client relationship is when you are able to establish and develop a sincere relationship, and you always deliver your work under the highest ethical standards. We are always working with diverse people with different interests and goals. I try to meet with my clients for lunch or dinner and catch up with them informally with no agenda other than to check in with them. After each meeting, I look for ways to help them in a field that is either related to the project or to something they care about. Caring about your clients must be genuine, and you must invest the time to nurture it. Communication is key when it comes to managing your client's project. Depending on the generation and your client's style, some prefer a text, some a call, and some a physical meeting. You have to quickly establish which method of communication works best for them, so that a project runs smoothly.

Staying in touch with people you meet and putting in an effort—just like you would do for a friendship—is important for any business relationship, especially a client. Building trust with a potential client is essential because they will rely on you to deliver an excellent product that achieves their goals. At MOYA, we build trust by being reliable, thoughtful, helpful and purposeful in our interactions, whether they are virtual (like email exchanges) or in person.

If we can offer something without being asked, then it goes a long way. I often introduce people to each other, which benefits both parties looking for a service. Including our contacts in our circle allows for genuine and organic business growth.

Explain how the firm has achieved a “market breakthrough”.

I am a Latina owner of an architecture firm. That is a rare thing to see in a predominantly male business sector and even more so as a minority. At Moya Design Partners, we market ourselves as competitive, diverse, and agile. We love to compete with and against bigger firms. When I started MOYA in 2017, I wanted us to be client focused, deliver our work with perfectionist execution, and create partnerships with both small and larger firms. Most importantly, I wanted the team to be able to work in a thriving environment where they could dictate when and how they work. We are open to partnerships and embrace our diversity. There are more and more clients with diverse backgrounds. We find ourselves leading large projects or else working under the leadership of larger firms. Our love for design in all platforms and cultures has made each of our products compelling, complete, and thorough.

In the ever-changing marketplace, how does one maintain competitive focus?

Moya Design Partners has diversified its portfolio to offer clients a variety of design services in different mediums. This allows clients to use MOYA for a wide range of design projects—like a one-stop shop—and diversifies our project stream with many simultaneous project lifecycles. Our team’s diversity helps us connect with people. Whether immigrants, people with accents, multigenerational, architects, engineers, or business owners, we have a way to connect with others that is authentic and sincere. Architects can have big egos, especially when teaming with other architecture firms, and, as we often are teamed with larger firms, that is the one thing we don’t bring to the table. Our focus as a team is to deliver good work. We like working with other firms. We always offer multiple ways to support our business partners and for them to complement our work.

Strategic partnerships could be the strategy that wins a client, how does that happen?

Having a flexible mentality in business has allowed us to work on diverse commissions that we never thought we would work on. For instance, we partnered with a smaller local contractor which allowed us to work on a civic project in Washington, DC. We have been able to partner with larger firms where we work under them or vice versa, and we have been able to support our partners with projects that need mixed-used architecture, interiors and branding. Currently, we’re working with OMA on a visual design project for the Convention Center in Washington DC; we’ve partnered with Beyer Bender Belle for an interiors project on a historic building in Loudoun County, VA; and we’re working with Perkins Eastman on a mixed-use development and interiors project in Washington, DC. The

support of MOYA's partnerships has been a market breakthrough. We can easily develop partnerships in architecture, interiors, and visual design, and we continually strategize for future pursuits.

I am an emerging professional / seasoned technical staff / never leave my desk, how can I impact business development?

You can impact business development by making the most of in-person meetings and networking tools like LinkedIn to formalize and strengthen connections with vendors, collaborators, and clients. Ensure your interactions are helpful and professional. You never know where a referral will come from... it could be a vendor that refers you to a new client because you're great to work with!

What is the role of outside activities, relationships, etc. in generating opportunities and new business?

Community and industry activities can always lead to new interactions and connections, which can lead to new business. Put yourself out there and attend professional trainings, networking events and industry conferences. These not only help you develop your skills, they also help you connect with new people. Master your elevator pitch, follow up with new connections, cultivate your relationships and see your efforts open up new doors.

Paola Moya is CEO and creative director of Moya Design Partners, a boutique architecture, interiors, and visual design firm. Wherever possible, she volunteers/pursues projects that address homelessness, domestic violence, and empowering women on a local level.

You can reach Paola at paola@moyadesignpartners.com or 202.816.6692 MOYA.

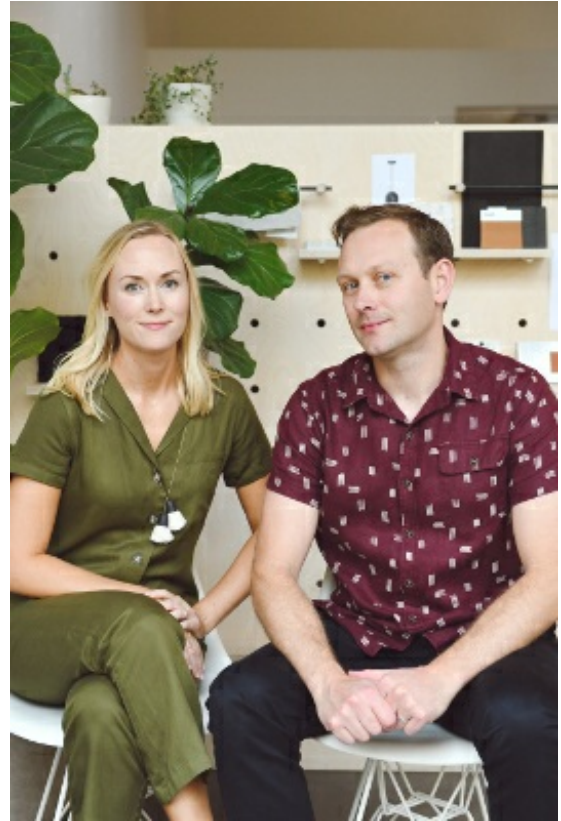
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By Jeff Guggenheim, AIA and Jenny Guggenheim

Known for their highly-considered architectural spaces and rich interior environments, Portland based Guggenheim Architecture + Design Studio was founded by husband and wife team Jeff and Jenny Guggenheim. Together with their 5-person studio, they strive to produce custom details specific to each project and client with an eye for engaging, one-of-a-kind design elements. Their studio has received multiple AIA and IIDA design awards and has been published by Dwell, Domino, Luxe and Gray Magazine. Jeff was recently named AIA Portland Young Architect of the Year.



How does your firm define its business development strategy(s)?

Business development to us is a very broad term. It is essentially everything you do to ensure that your business is successful and continues to grow; and by grow, I really mean stoking people's desire to hire you to design their buildings and spaces. Once you get past the requirement of attracting clientele, the true nuance of what you are doing starts to kick in. What do you want? Who do you want to work with? What kind of projects interest you? This list goes on and on and typically evolves as time goes on. Eventually, the answers to these questions will end up ultimately forming the values held by you and your business.

What are some of the techniques that you use to implement that strategy?

Our studio places a high value on our relationships. Whether this be clients, contractors, or colleagues, if people know you and want to work with you, you will likely be successful. Someone once told me that the key to successful relationships was to always do two of the following three things:

1. Meet your deadlines.
2. Do high quality work.
3. Be a likable person who people want to be around.

I love the fact that in order to be successful you only need to check two of these boxes! Of course, we strive to provide equal emphasis on all three of these areas, which I believe is foundational to our practice and our ability to attract clients.



We are looking to strengthen a client relationship, how do we go about doing that?

We've found that creating a strong client-architect relationship is a process that begins well before the client signs the dotted line of your AIA contract. Attracting and vetting clients with values and expectations that align with your own is incredibly important. Unfortunately, it's very easy to disregard that queasy feeling about a potential client's personality when you're excited about designing their project. Trust your gut! If it doesn't feel right, it probably isn't.

Once you've gotten over the hurdle of attracting a client whose values and personality mesh with your own, it is important to set appropriate expectations for the project. Clear expectations provide the roadmap to maintaining trust throughout the process. Meeting your client's expectations regarding time, budget and design quality are key to maintaining and strengthening your relationship.

Explain how the firm has achieved a "market breakthrough".

We were recently hired to master plan a 600-acre guest ranch. It's currently a working cattle operation, and our clients are looking to add a lodge, cabins and event space. It's a huge project for us and something that our studio is very excited to undertake. With this said, projects like this don't typically just walk through your door, they must be cultivated.

So, for the backstory, I had read an article in the local news for the small rural town that I grew up in. The article was about a couple who had bought an agricultural property just outside the city limits with plans to create a guest ranch. This peaked my interest; I love rural design projects, hospitality is a key interest and furthermore, when I was 14 years old, I bucked bales of hay on this ranch. After a little sleuthing on the internet, I was able to find the owner's email and sent an introductory email sharing my interest, qualifications and my childhood roots in the community and the ranch. This initial inquiry spurred the conversation that ultimately led to us getting the project. Putting yourself out there, throwing your name in the hat and forging connections is key to finding interesting and fulfilling projects for you and your firm.



In the ever-changing marketplace, how does one maintain competitive focus?

Competition between architects is toxic and detrimental to our profession. Chasing market trends in the name of being competitive seems counterproductive and reactionary. Our studio is focused on cultivating long term relationships, creating thoughtful designs, and providing our clients great service.

Strategic partnerships could be the strategy that wins a client, how does that happen?

We often find that having good relationships with contractors has been a great way to be introduced to potential clients. Often, people might first approach a trusted contractor prior to an architect. If this happens to be a contractor who we've had past success with, they will refer the client to us to perform the design work. This is great, because it allows a contractor to be involved from day one. Early formation of the project team is preferred as having early contractor input can be critical in setting appropriate budget and timeline expectations.

I am an emerging professional / seasoned technical staff / never leave my desk, how can I impact business development

All members of our studio have an impact on our ability to attract new work. The little things matter quite considerably. Off the top of my head, a few ways a staff member can have an impact:

1. When outside of the office, share with people what you do and who you work for. Hand out your business card; it is why we have them!
2. If a previous, current or potential client walks in the door of the office, greet them and ask them if they would like something to drink. Hospitality goes a long way.
3. Engage with people both inside and outside of your work circle. Volunteer, be social, go out to lunches; forge friendships and connections with people whom might need an architect.
4. If you hear of an opportunity that might be a good fit for your office, bring it up to the principal and ask if you could reach out to express the firm's interest. Initiative is huge!

What is the role of outside activities, relationships, etc. in generating opportunities and new business?

For us, there is no inside or outside of work. We are a husband and wife team, which pretty much obliterates any clear separation of what constitutes work and personal. We both were born and raised in Oregon, and on multiple occasions childhood friends, or parents of friends, have become our clients. We've hired our buddies from architecture school to be part of our studio team. We've had friends become clients and clients become friends.

Leading Guggenheim Architecture + Design Studio, Jenny Guggenheim is Principal Architect and Design Director; Jeff Guggenheim, AIA is a Principal Architect and LEED accredited professional. Jeff and Jenny may be reached at e.hello@guggenheimstudio.com.

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network.aia.org/blogs/christopher-a-waight-aia1/2019/12/11/perkins-and-will-approaches-to-business-

Perkins and Will is a global, human-centered design firm focusing on sustainability, resilience, well-being, diversity, inclusion, and research. Its team of more than 2,700 creative and critical thinkers provides services in architecture, interior design, landscape architecture, and urban design. Fast Company named Perkins and Will one of the World's Most Innovative Companies in Architecture.

By Chris Waight, AIA, LEED AP BD+C



How does your firm define its business development strategy?

Our firm takes a “Seller/Doer” approach to business development, meaning that the people who win new work also lead the project teams in doing the work. Thus, the business development leader of each market sector needs to have a significant number of billable hours each year. We don’t usually employ people who do nothing but business development. We find this level of project commitment essential to project success and client satisfaction and retention.

We use a multiprong business development strategy for introducing our firm to potential new clients, reinforcing our relationships with existing clients, and demonstrating our expertise. Our goal with all these approaches is to be a “first call” firm, the firm that new and existing clients think of first when they need an architect.

What are some of the techniques that you use to implement that strategy?

We have several ways of introducing ourselves to new clients. The first is through public relations—getting our name recognized and building our reputation. Next is meeting potential new clients face to face, through cold calls and at professional events. And we use existing relationships with consultants and contractors to meet new clients and future projects.

Clients look for expertise in their designers, so we take every opportunity to demonstrate our expertise to potential new clients. This can be through speaking at conferences, participating in panel discussions, and writing articles for professional publications.

Maintaining relationships with existing clients has two major benefits: The first and obvious benefit is that clients who have been satisfied with our work in the past are more likely to hire us again. Second, individuals employed by existing clients often change jobs. By maintaining good relations with existing clients, and with individuals working for those clients, we can not only keep existing clients but gain new ones when the individuals take new positions with other companies.

How do we strengthen a client relationship? What does a strong client relationship feel like?

We strengthen our existing client relationships by continually checking in with them through email or phone calls, by having lunches with them, by sponsoring events they are hosting, and by encouraging them to join us when speaking at conferences and participating on panels. We often host panels and events in our office, for which we invite clients, consultants, and contractors to attend and participate.

Explain how the firm has achieved a “market breakthrough.”

Market breakthroughs—that is, winning a project for a building type we’ve never done before—are difficult. After all, why would a client hire us when there are plenty of other architects with stronger portfolios in a particular building type? But, such market breakthroughs are important; they are how firms grow. Here is one example of we made a breakthrough into a new market:

California has seen a recent boom in student housing, which has been crucial to increase retention and graduation rates at campuses across the state and the nation, but our Los Angeles and San Francisco offices had no experience with that building type. However, our Boston office has a deep portfolio in student housing. Our experts from Boston joined us on numerous road trips to visit university representatives in California to present our firm’s expertise and portfolio. Because many large student housing projects are delivered through design-build or public-private partnerships (P3), we also visited major contractors and developers. As a result, our San Francisco and Los Angeles offices were able to find developer and contractor partners for two recent University of California student housing

projects. In its first student housing pursuit, the L.A. office was on one of three shortlisted teams. While we didn't win the project, we did achieve a breakthrough: The developers of the winning project admired our design so much that they agreed to partner with us for future pursuits. This has since led to several student housing wins for us—our “breakthrough” into the student housing market!

In the ever-changing marketplace, how does one maintain competitive focus?

We maintain our competitive focus by always looking for what's next. That includes what projects are on the horizon (and thus which potential clients we should be developing relationships with). This often involves studying masterplans and capital improvement plans to see what universities are planning well into the future. We also need to know what's next in our areas of expertise. To help with this, our firm employs knowledge managers for each practice area; their research into future trends helps us maintain our competitive edge. We also have regional and national market sector meetings that keep everyone abreast of what is going on locally, regionally, and nationally so we can react quickly if we see trends changing or moving.

Strategic partnerships could be the strategy that wins a client, how does that happen?

With design-build becoming the delivery method of choice for many institutional clients, we pursue strategic partnership strategy with leading design-build contractors. After forming these partnerships, we look for the right project opportunities. When we see a promising upcoming project, we will meet with the client to show how our team of designers and builders would be the right one for this project.

As an emerging professional who rarely leaves the office, how can I help business development?

The best way to develop new business is by building our reputation through successful built projects. Therefore, everyone in our firm contributes to business development by producing great projects. Beyond that, we engage our emerging professionals in marketing efforts by having them research clients and project types and including them in interview preparation (and sometimes the interview). We have even had emerging professionals bring in new work through relationships they have made in school or through community organizations. Finally, emerging professionals in our firm are key to the vitality of the office. An emerging professional fresh out of school has a new depth of knowledge that inspires us all; we just need to unlock that door and let it out.

What is the role of outside activities, relationships, etc. in generating opportunities and new business?


Outside activities are essential in developing new business. As stated above, conferences

are great opportunities for us to show our expertise and to demonstrate how we are on the forefront of a practice area. Having personal contact with potential clients through community involvement can open doors for us that we could never open through traditional marketing efforts. And social gatherings, such as dinner events and open house parties is a way to meet new clients in more relaxed conditions.

Christopher A. Waight, AIA, LEED BD+C, is a senior associate with Perkins and Will in Los Angeles and leads business development for the firm's Southern California higher education practice. He is a licensed California architect, a member of the Society for College and University Planning, and a graduate of Southern California Institute of Architecture.

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 network.aia.org/blogs/kevin-collins/2019/12/11/preparing-proposals-without-losing-perspective

By **Kevin J. Collins**, RPLU, Associate AIA

Preparing proposals is an essential task of design firms and doing it well requires important marketing skills. Caution, however, must be exercised to avoid setting up unrealistic and possibly uninsurable expectations.

Proposal preparation is important, because the content of the proposal is often incorporated into the professional services agreement. It is therefore essential that a firm take precautions to ensure that the proposal does not include contractually-assumed obligations that go beyond the coverage of the professional liability policy or, if they do, that they are recognized by the firm as manageable business risks.



Often, a proposal developed by a firm is in response to a request for proposals (RFP) by the client. The RFP may contain a scope of services developed by the project client or a consultant that includes assumptions and requirements that are unrealistic. The scope of services might be limited and impracticable. The terms and conditions incorporated into the RFP may be onerous or unmanageable. The design firm must be aware that the services requested may transform normally insurable professional services into uninsured contractual obligations.

Addressing the proposal requirements

A design firm preparing a proposal must, at a minimum, address the following areas:

- **Specific scope of basic services**

This includes a description of the basic scope of services to be provided by the design firm. It is important to be specific in your description of the basic scope of services and clearly state any services that are not included in the scope of services.

- **Changes in services or additional services**

It is often necessary to change the services offered or offer additional services based on additional information that is obtained after your proposal has been prepared. It is prudent to identify these possible items beforehand so that both parties are aware of how these items will be addressed. It should be clear that a change in service or additional services goes into effect only after both parties agree on the changes.

- **Time for the performance of services**

Clearly identify milestone dates that are your responsibility. Before making a commitment to perform services in accordance with a specific schedule, you need to be satisfied that the stated milestone dates are reasonable and that you can meet the scheduled obligations. If your ability to meet a schedule is dependent on the performance of a review by the client or a government agency, make sure that you clearly qualify your schedule obligations accordingly.

- **Terms and timing of compensation**

Your compensation schedule is often tied to your completion of the different phases of your basic services. As such, your proposal should be clear as to when payment obligations are due. Along with the system for any change in services or the performance of additional services, the proposal should contain a standard schedule of fees and other costs that will be charged should the scope change or should additional services be required during the project.

- **Client obligations and responsibilities**

Beyond payment, the client has other important obligations. For example, the client may be required to engage specialized consulting and testing services (such as surveying and geotechnical consultants). The client may also be responsible for obtaining zoning approvals, specialized permits, or environmental site assessments. These obligations and responsibilities need to be clearly stated in your proposal to avoid ambiguity.

Balancing your marketing language

The contract formation process often begins with the proposal so that the scope of services, compensation, timing, and general and specific terms and conditions will be properly addressed. Negotiating an equitable contract can be short-circuited by a proposal that creates or accepts unreasonable obligations, unrealistic expectations, or absolute performance requirements.

Be careful to avoid warranty language

From a risk management perspective, the most important thing when preparing a proposal is to avoid warranty language. Do not use language that warrants a certain level of performance or a specific result. For example, it does not make sense to state that you will “perform in all respects in a superior manner” or an assurance that when the project is constructed it will “comply with all codes.” The professional liability policy provides coverage for liability that design firms have for negligence in the performance of professional services. Warranties and guarantees pose a substantial risk of uninsured liability. Importantly, if the design firm is held liable solely on the basis of a warranty obligation, it is outside the scope of coverage.

Design professionals, however, should appreciate the language distinction between promising to meet design goals versus language that warrants performance outcomes. For example, it's not a problem for design professionals to promise to use certain standards (e.g., LEED) and other tools to increase energy performance, but the line is crossed into dangerous territory when the design professional warrants the actual performance outcome -- something the design professional can't necessarily control.

Proactively clarify expectations

Even if a promise of performance or success is not included in the proposal and incorporated by reference into the contractual obligations, your statements can create problems. Depending on the sophistication of the proposed client, statements about a firm's past performance can go beyond what the law considers "mere puffery" and create expectations that will lead to dissatisfaction and disputes. The law allows a firm to use "advertising jargon" in its communications, but there is a significant difference between stating that a firm is "the best for this project" and telling a prospective client that the firm "always meets deadlines and brings projects in on or under budget." On the line between "puffery" and offering a warranty of performance or project success is the peril of creating unrealistic expectations.

Conclusion

It is important that each firm keep a close eye on the need to balance the marketing focus on firm growth with the long-term benefit of creating realistic and consistent expectations for their clients. With a continued focus on risk management and a close review of your contract terms, architectural firms can improve their client proposals and better align the long-term goals and effectiveness for each owner.

Victor O. Schinnerer & Company, Inc. and CNA work with the AIA Trust to offer AIA members quality risk management coverage through the AIA Trust Professional Liability Insurance Program, Business Owners Program, and Cyber Liability Insurance program to address the challenges that architects face today and in the future. Detailed information about both these programs may be found on the AIA Trust website, TheAIATrust.com.

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