

# MOVING TO AN INTERNATIONAL PRACTICE: Small, Medium, Large— Guidance for All Practices

Course Number WE300

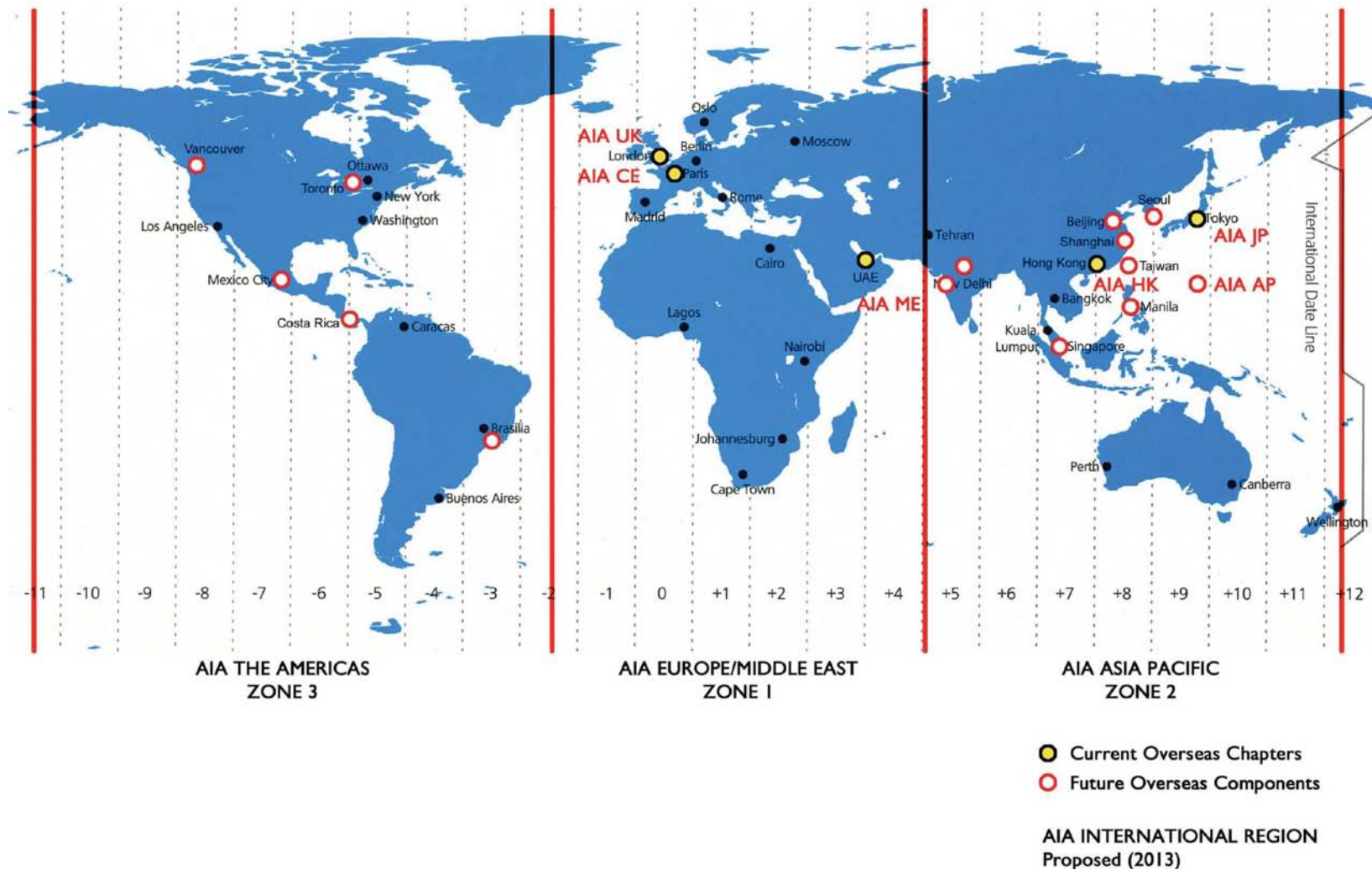
Wednesday, June 19, 1:00 pm – 5:00 pm

3.75 Learning Units

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# Acknowledgments/Credits

The presenters are grateful for the contributions of AIA International Committee members, 2012 – 2013, and the AIA International Committee Advisory Group, 2012 – 2013.



## Acknowledgments/Credits

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*Developing an ever strengthening network of global resources for AIA members and opportunities for best practice globally.*

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# Learning Objectives

- 1. Recognize the challenges,** risks, opportunities, and rewards of practicing internationally.
- 2. Discover the resources** and tools available to architects to help them develop a successful global business strategy.

## Learning Objectives

- 3. Discuss** how other architects have addressed cultural, human resource, legal, and business issues to have successful business practices in major global regions such as China, the Middle East, and India, in addition to emerging markets in Africa.
- 4. Assess** a firm's readiness to expand into an international practice regardless of the size of the practice.

# Global Practice in a Large Firm

**Jill N. Lerner, FAIA**

Principal, Kohn Pedersen Fox Associates

President, AIA New York

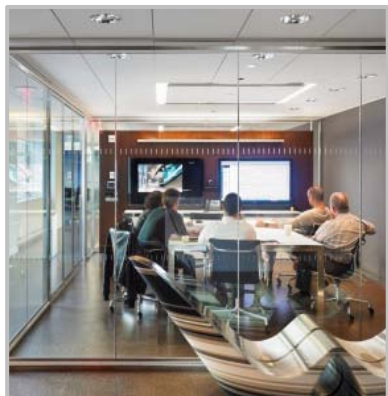
June 19, 2013





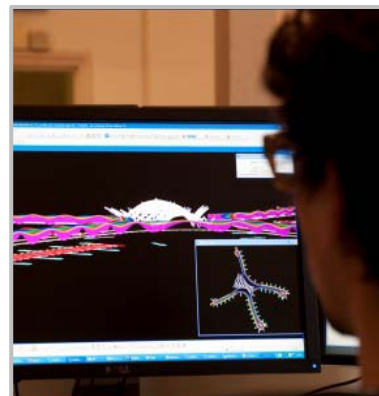
600+

Staff Worldwide



375

Staff in New York



37

Years experience



9

National Chapter AIA  
Honor Awards



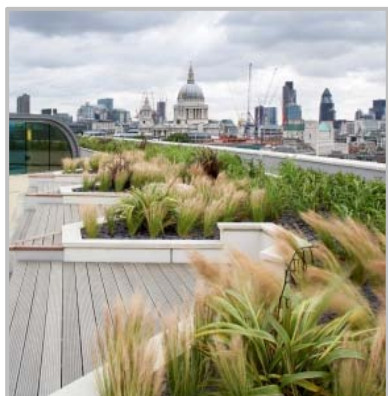
300+

International Design  
Awards



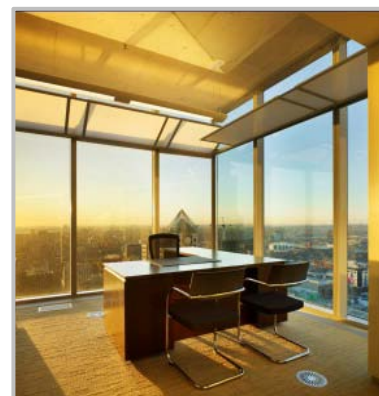
70

Projects certified and  
pursuing green ratings



9

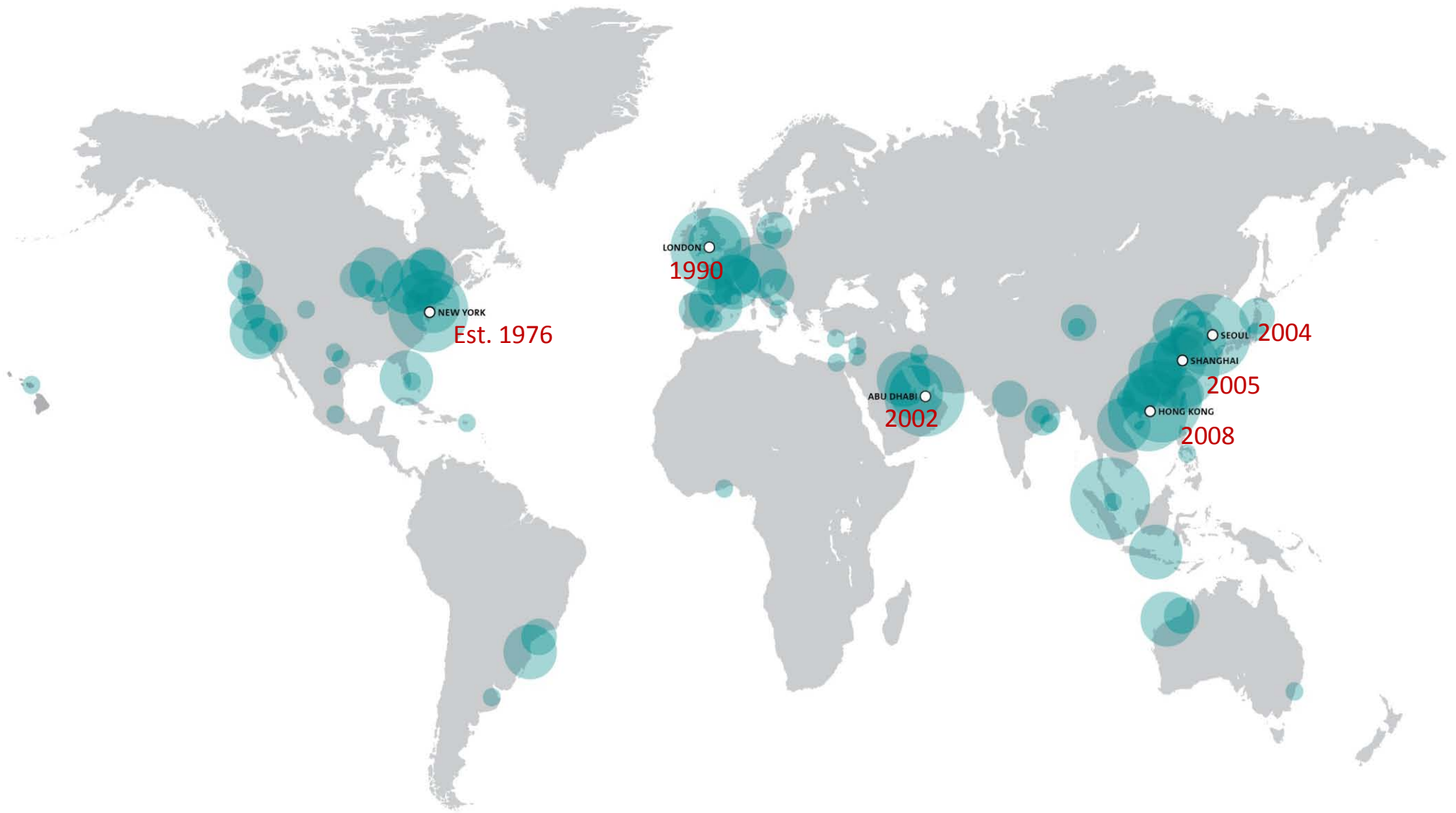
Platinum LEED certified  
projects



24

Gold LEED certified  
projects

# KPF Offices



# Working Globally



Chicago 1983



Frankfurt 1993



Shanghai 2003



# Going Abroad: *Balancing Politics, Economics and Culture*

- Design opportunities
- Cultural variety
- Innovative technology
- Value of design



# Going Abroad: *Risks*

- Risk
  - Economic Environment
  - Political Stability + Safety
  - Local Business Practices + Taxes
  - Understanding the Client + Culture
  - Procurement Methods + Competitions
  - Contractual + Business Practices
  - Professional Partners + Consultants
  - Construction Capabilities

# Local Presence?

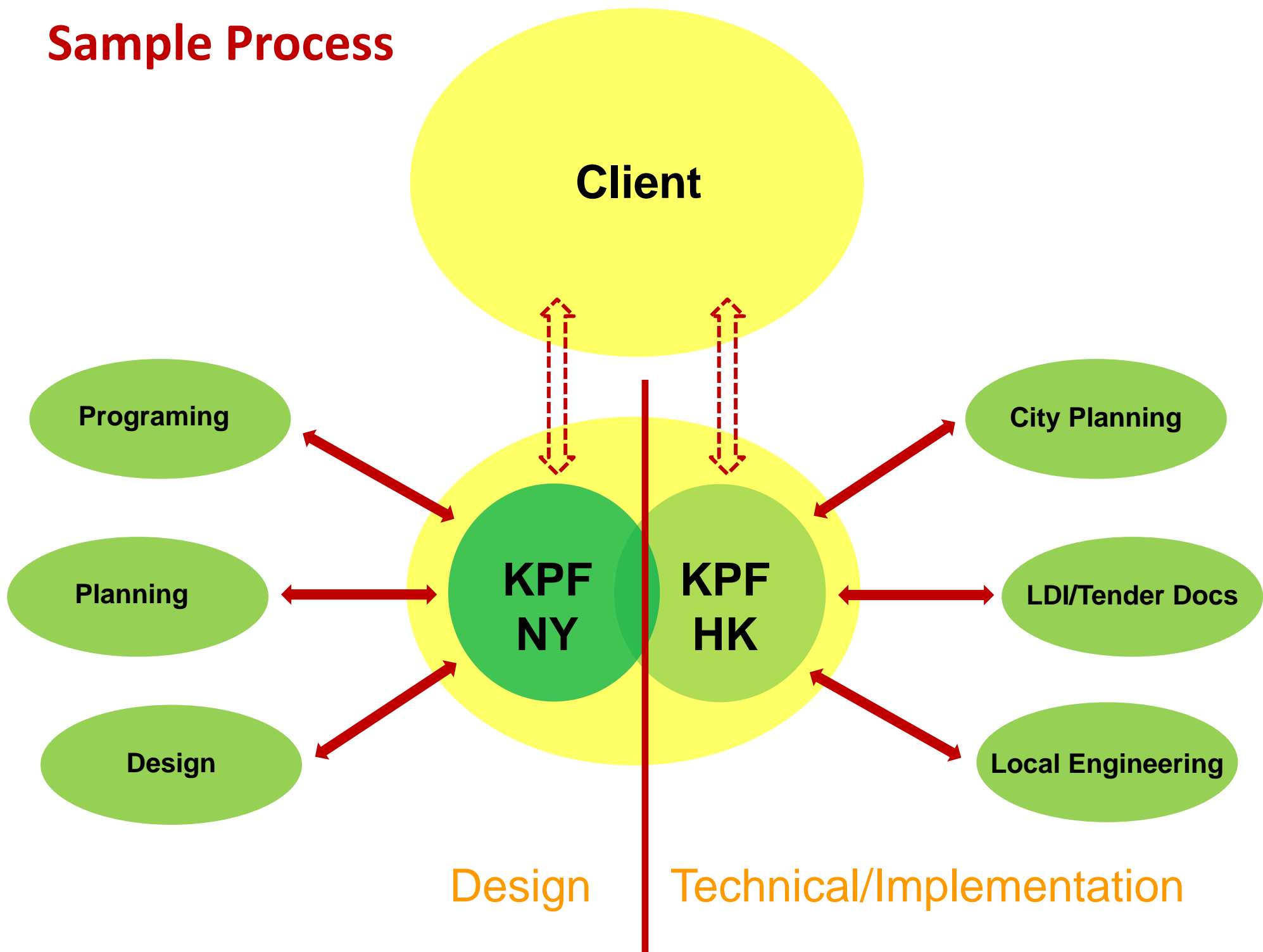
“A physical presence isn't absolutely necessary to get work overseas but during construction, eventually someone is needed on the ground if you are providing services during construction.”

# Scope of Work



Concept/SD Fang An	Base Building Core(s) Façade	Review Drawings Review for Code
DD EPD	Base Building Core(s) Façade	Review Drawings Review for Code
CD	Review Drawings	Base Building Stamp Drawings
CA	Review for Design	Review for Coordination Review for Code

# Sample Process





# Doing the Work

## Factors for success

- Design Quality
- Cultural Understanding + Flexibility
- Team Chemistry with Local Knowledge
- Technology – WebEx, Video Conferences + Drawing Platforms
- “DD+” Level of Documentation
- Construction Phase Follow Through
- Onsite Presence
- Language + Communication
- Local Publicity

# DESIGN QUALITY



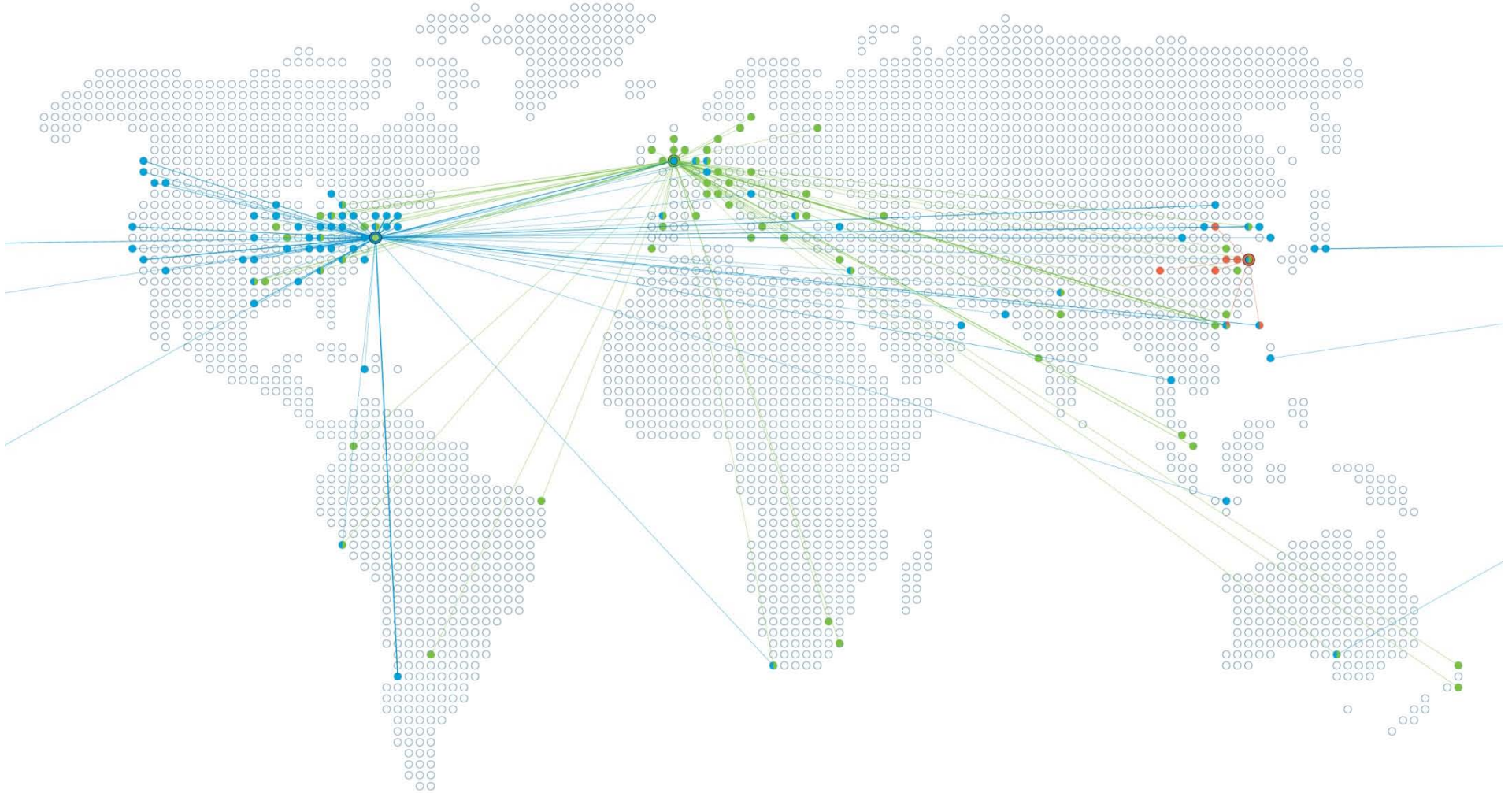


# CULTURAL UNDERSTANDING AND FLEXIBILITY





# TEAM CHEMISTRY WITH LOCAL KNOWLEDGE



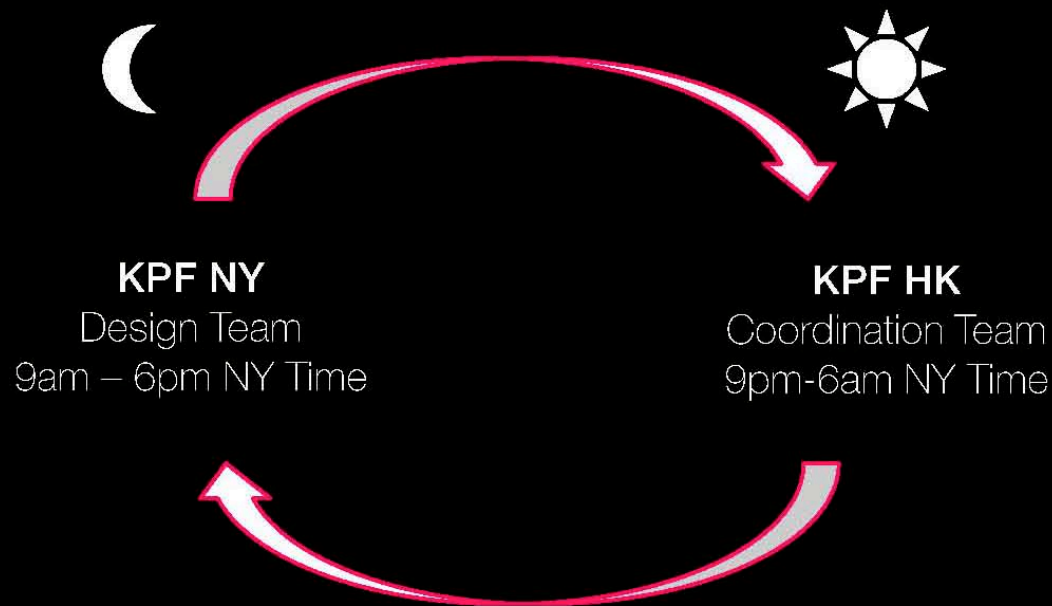
KPF employees come from over 45 countries and 250 cities.

• New York • London • Shanghai



# TECHNOLOGY

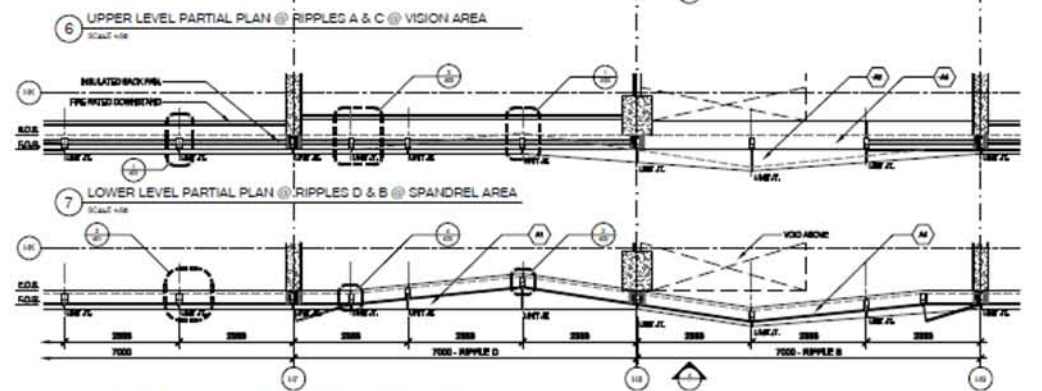
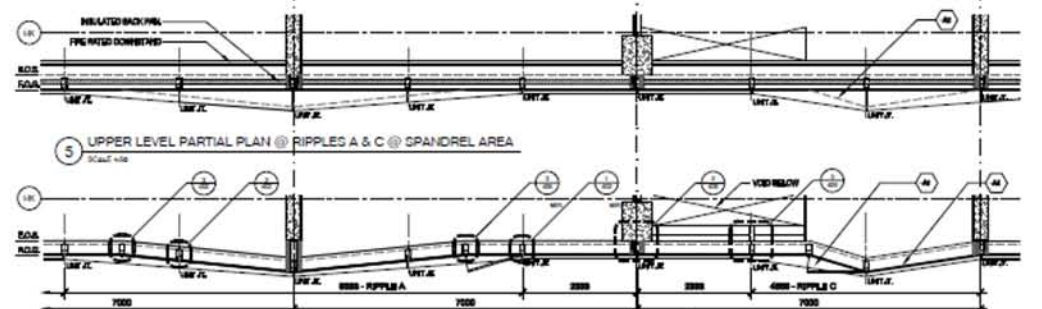
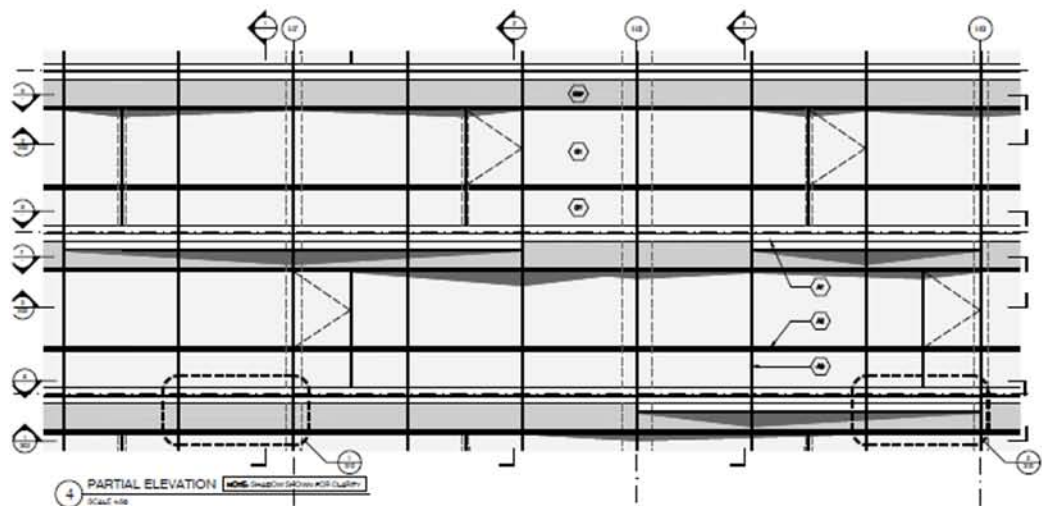
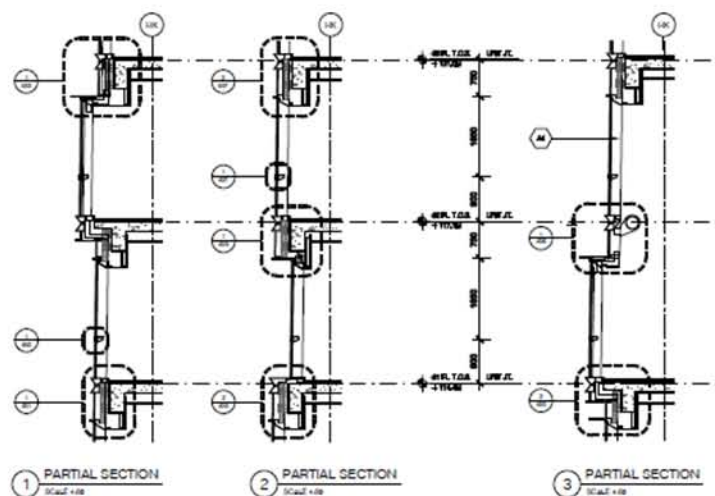
24 hour team:



A 24 hour team allows for same time coordination and design, - locally, where seamless coordination can take place, and removed, where more in-depth design can take place.



# “DD+” LEVEL OF DOCUMENTATION



# CONSTRUCTION PHASE FOLLOW THROUGH

Kohn Pedersen Fox Associates PC  
Architects and Planning Consultants  
New York, London, Tokyo

111 West 57th Street, New York, NY 10019  
Telephone 212 977 6500  
Fax 212 956 2526

## MACAU MIXED USE DEVELOPMENT

Design, supply and integration of external facade system subcontract for the  
Podium Façade of the Mixed Use Development at Lot B, NAPE, Macau

ARCHITECTURAL PODIUM CURTAIN WALL VMU/ PMU REPORT #1

# KPF



1. Overall picture of Podium VMU/PMU.  
Please note the approved color is champagne bronze  
Frit pattern to match revised CAD file issued on 08/11/07.

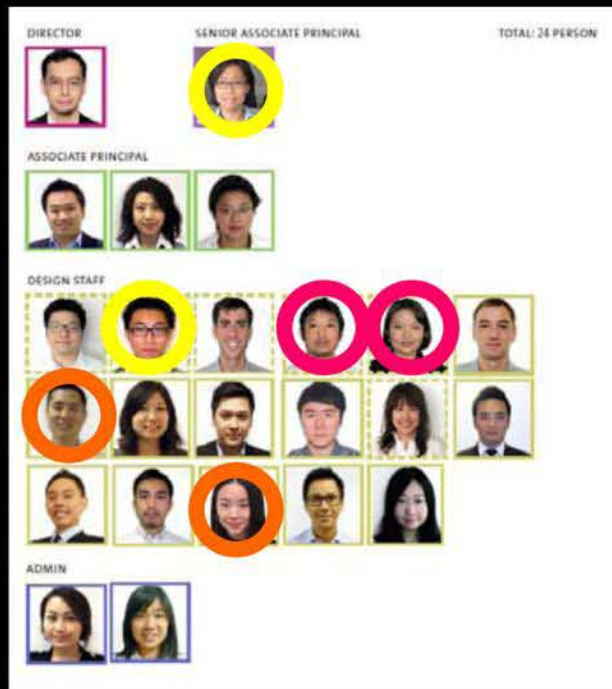
December 9, 2007

# MIXED OFFICE TEAM

## Sample Client NWC

### Hong Kong team:

Many on the NWC team know KPF NY/LON methodology because they worked in those offices, or where transferred from those offices for this project.



From KPF NY/LON



From KPF NY/LON for NWC



On NWC



# LANGUAGE AND COMMUNICATION

- Include payment terms in your service contract
- Submit invoices to foreign clients in multiple languages

KPF

## 1. PROJECT DESCRIPTION 项目概况

### 1.1. Design Description 设计说明

This proposal is for the Schematic design of a new building for the School of Transnational Law on the new campus for Peking University in Shenzhen, China, providing state-of-the-art facilities appropriate for teaching at a top law school. The Law School currently has approximately 200 students and intends to grow to a total size of 800 students; the faculty, now at approximately 25 includes both permanent and visiting faculty. The project will be built in two phases. The first phase is anticipated to be approximately 6,000 usable SM, and 8,900 gross SM. The second phase development is intended to expand over the existing conference building creating an overall complete and harmonious composition with the initial phase. This proposal is for the KPF design services for the Schematic Design Phase of Phase 1 and includes a site plan concept for the entire project with both phases.

本文件为北京大学（深圳）国际法学院新校区建筑的方案设计服务建议书，旨在为这所一流的法学院提供先进的教学设施。法学院目前大约有 200 名学生，计划将增加到 800 名学生的规模。目前大约有 25 名教职员工包括常任及客座教师。此项目将分两期进行。一期预计可用面积 6,000sm，总面积 8900sm。二期的开发意图在于扩建现有的会议楼，从而使其与一期和谐地融合成一个整体。此建议书为 KPF 对该项目一期方案设计阶段的设计服务，并包含整个项目（一期和二期）的总平面概念设计。

The project will be built on the “River Site” opposite the main front entry to the campus. It is adjacent to the existing auditorium/conference building which is to be maintained. The initial Concept Design, submitted May 10, 2010 for Project Registration identifies the site and building foot print. The facility is 3 stories towards the south and 4 stories towards the north, separated by a raised exterior central garden. A more separate structure towards the east houses social functions and connects the facility to the existing conference building, while the majority of academic program is located within the larger volume towards the west. The two distinct volumes are separated by the access road which is primarily a pedestrian court but may serve emergency vehicles during an emergency.

该项目将建立在校园正入口处对面的“河畔区”。它毗邻现有的礼堂/会议楼，而这些将保持现状。2010 年为了项目注册所提交的初步概念设计中确定了基地范围即建筑轮廓线。建筑南侧 3 层，北侧 4 层，中间由室外架空花园分割。东侧较独立的建筑将此部分建筑与现有的会议大楼相连，而大部分教学功能位于靠西侧的大体块内。两大体块由入口道路分隔，入口道路主要为人行场地，但紧急情况下可作为紧急车辆出入道路。

The Law School intends to have a full program in accordance with U.S. law school standards, appropriate for ABA approval. Programmatically, this includes large and medium sized tiered classrooms, seminar rooms, areas for group study, some faculty offices, legal clinics, student study space, career services, student organizations including space for journals and Law Review, and law school administrative space.



# LOCAL PUBLICITY



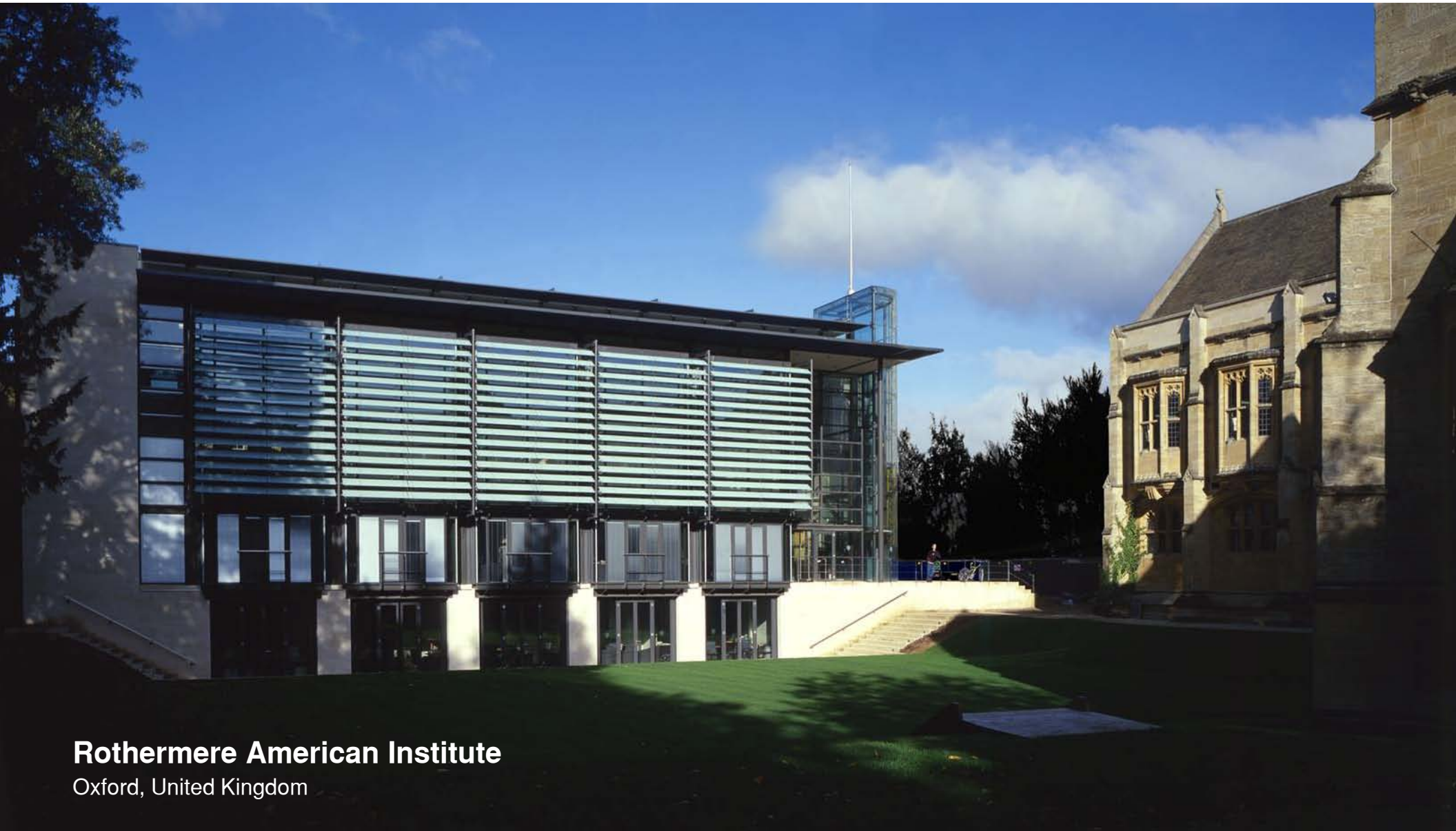
# **Global Practice**

## 1990s – Present



# Europe:

## *Building in a Historical Context*



**Rothermere American Institute**

Oxford, United Kingdom



# Unilever House

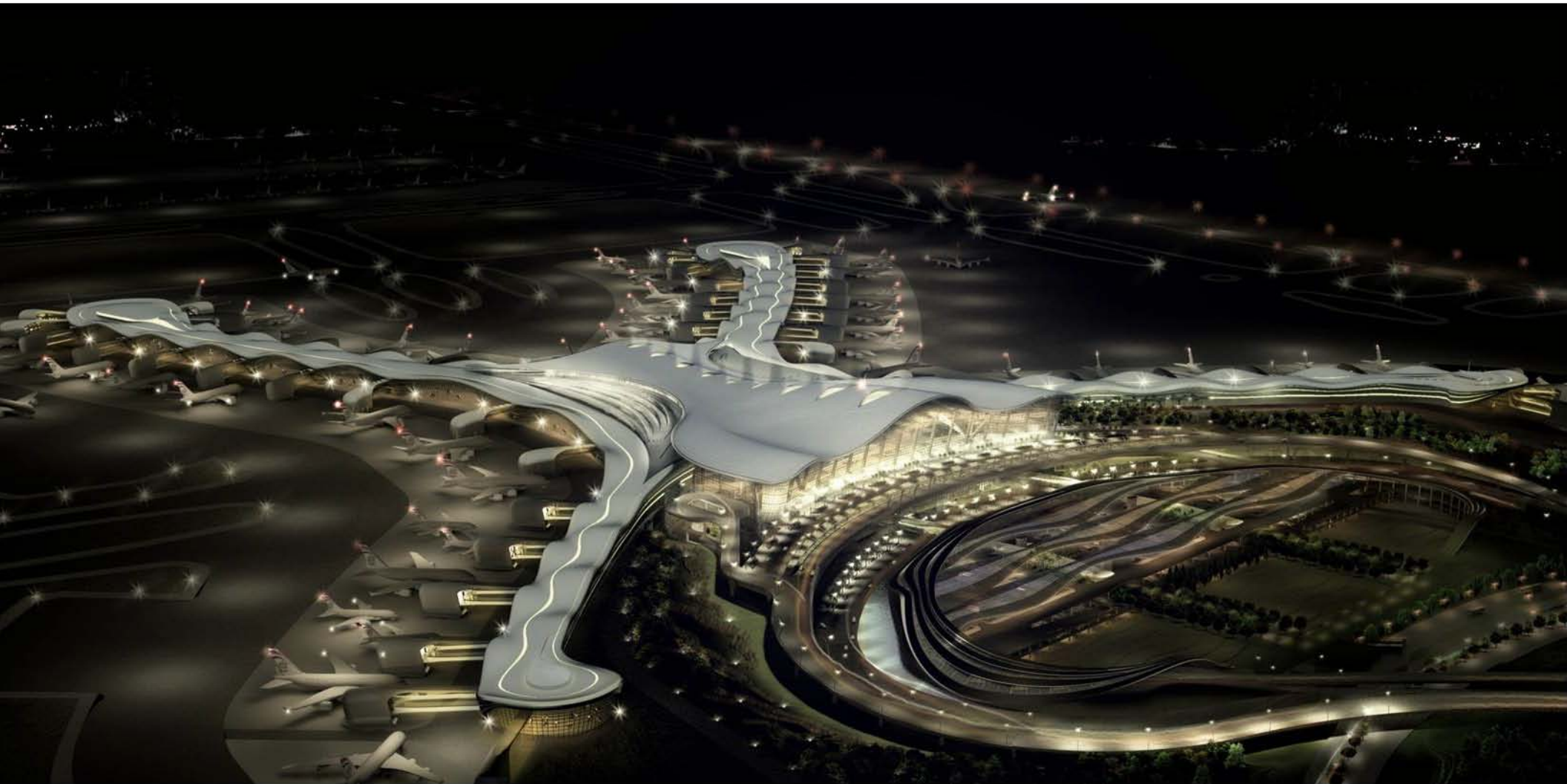
London, United Kingdom





# Middle East:

*New Forms, New Technology*

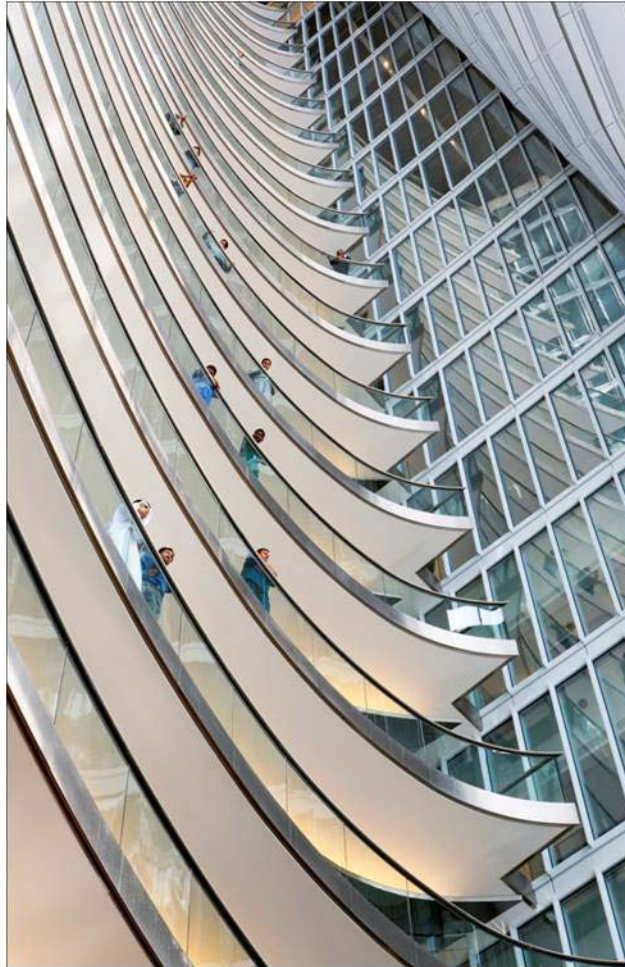


**Abu Dhabi International Airport Midfield Terminal**

Abu Dhabi, UAE

# ADIA Headquarters

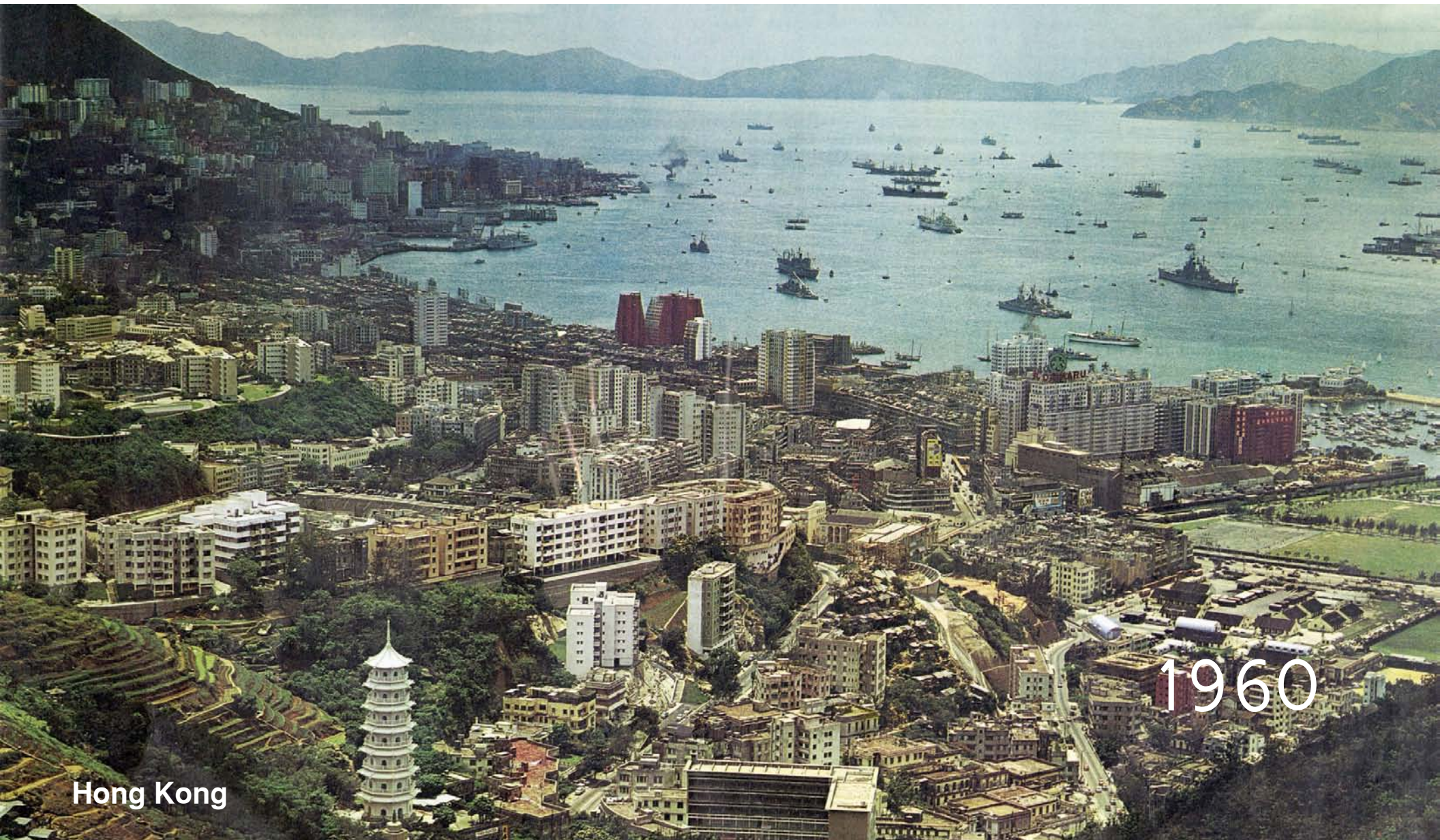
Abu Dhabi, UAE





# Asia:

## *Rapid Pace of Development*



Hong Kong

1960





2012





Shanghai

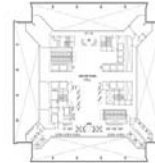
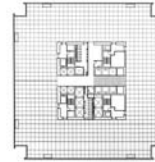
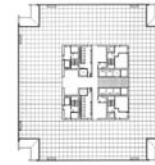
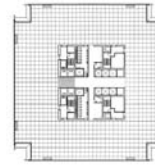
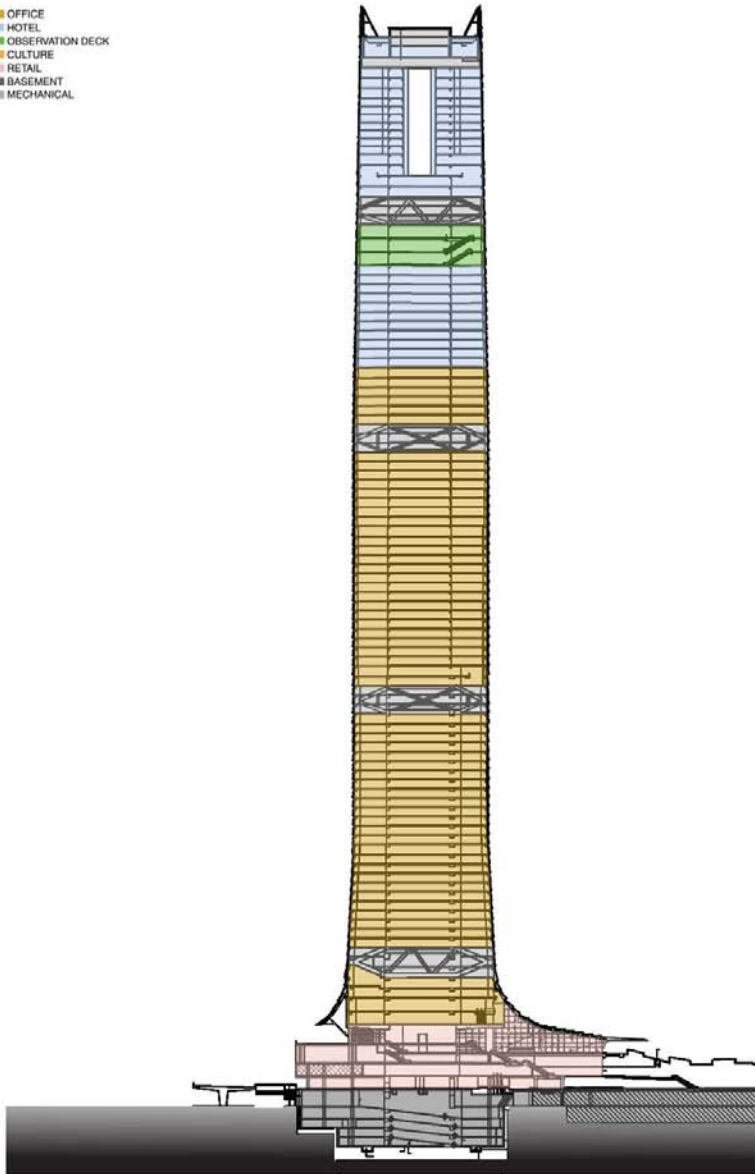


2012



# Innovations

■ OFFICE  
■ HOTEL  
■ OBSERVATION DECK  
■ CULTURE  
■ RETAIL  
■ BASEMENT  
■ MECHANICAL



OBSERVATION\_L 100

HOTEL RECEPTION\_L 100



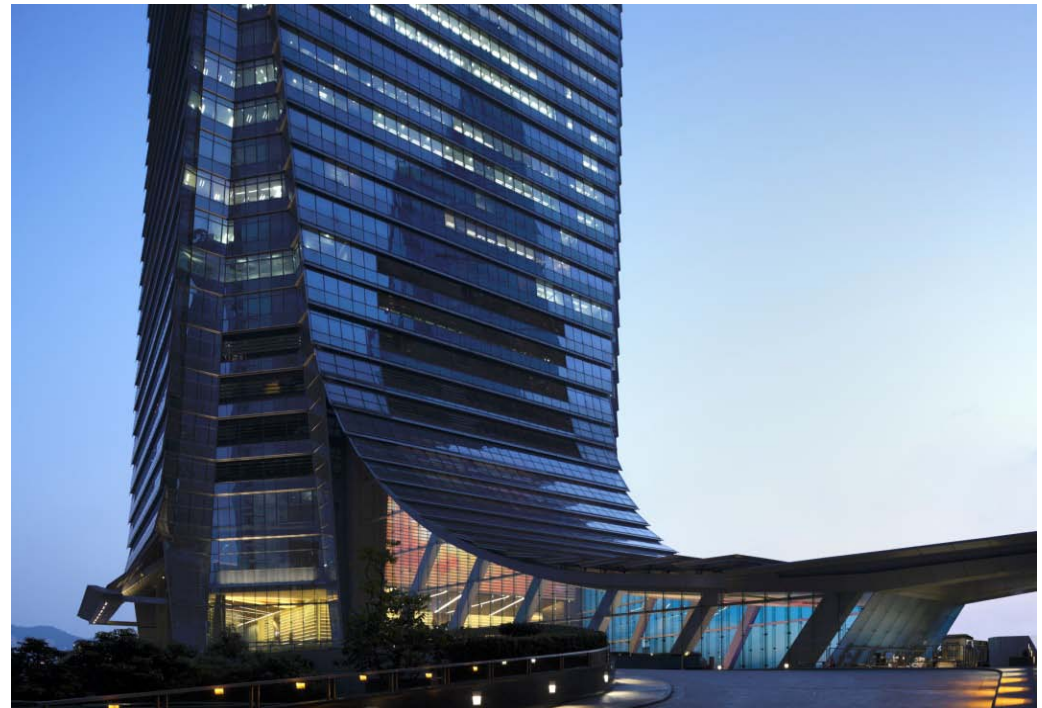
HOTEL ROOM\_L 100&102

**International Commerce Centre**

Hong Kong, China

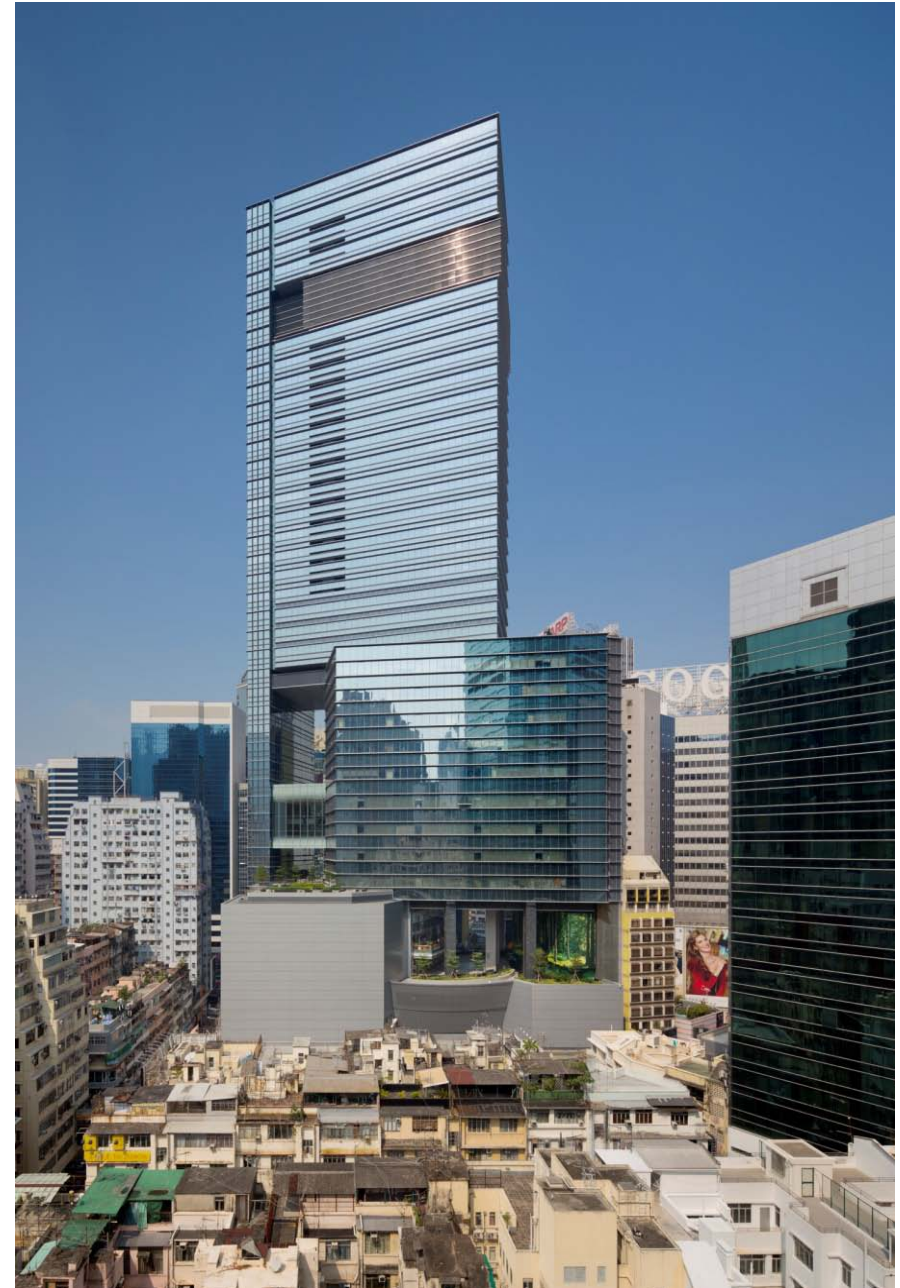
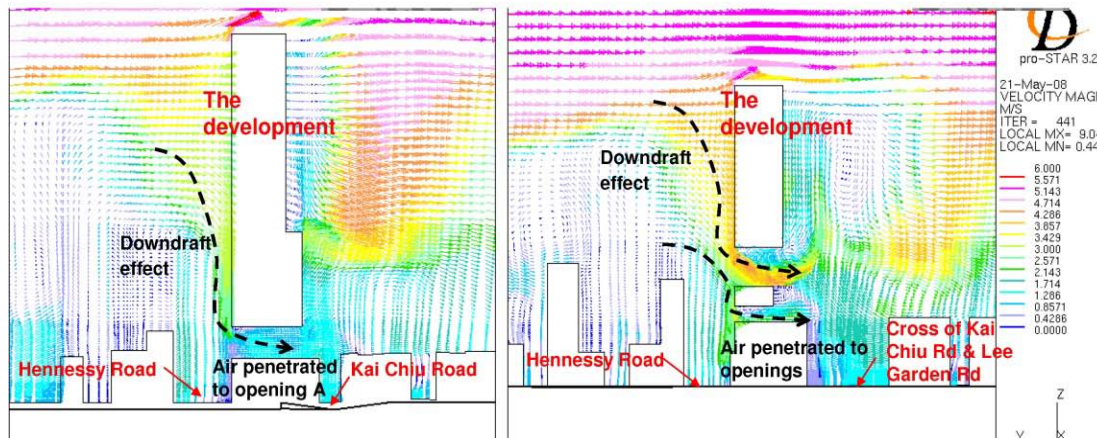
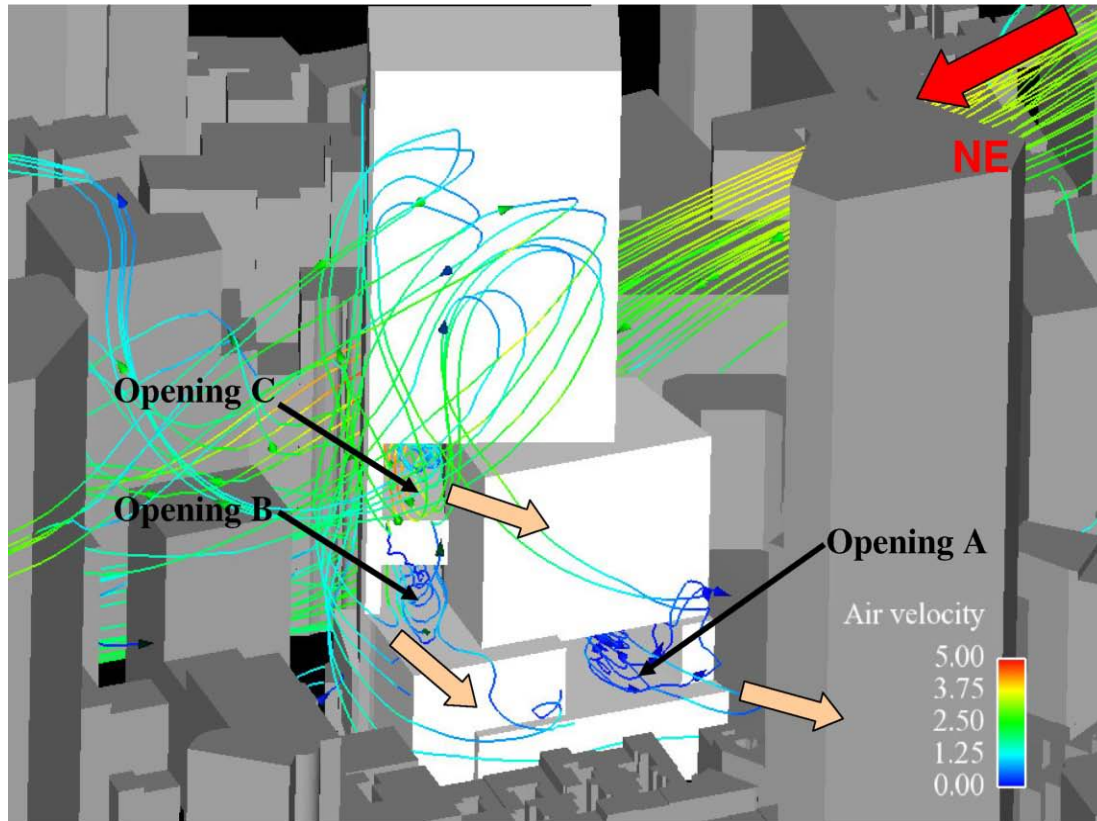
# International Commerce Centre

Hong Kong





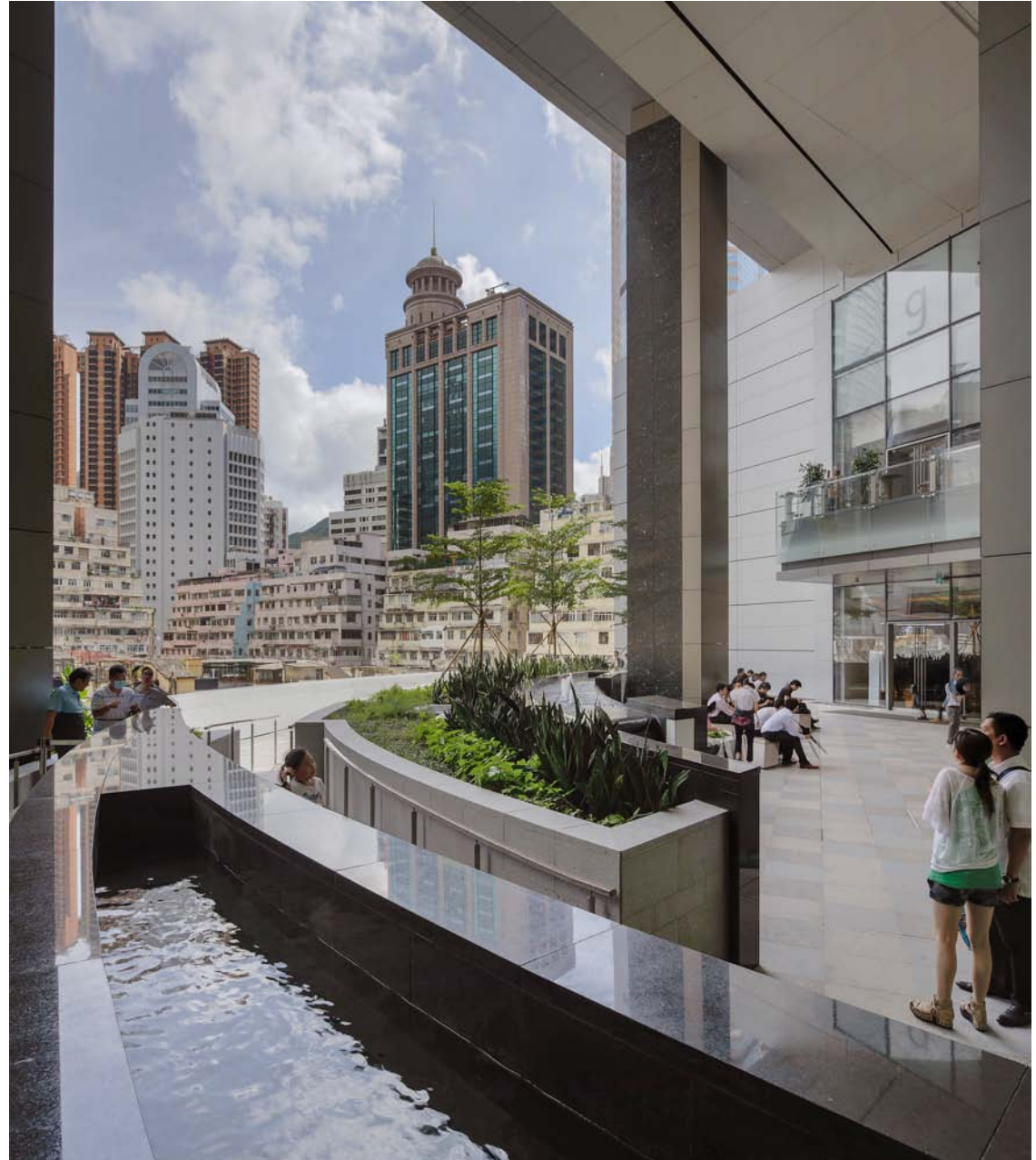
# Sustainability Goals





# Hysan Place

Hong Kong





# Samsung Seocho

Seoul, South Korea





# Cultural Influences





# Shanghai World Financial Center

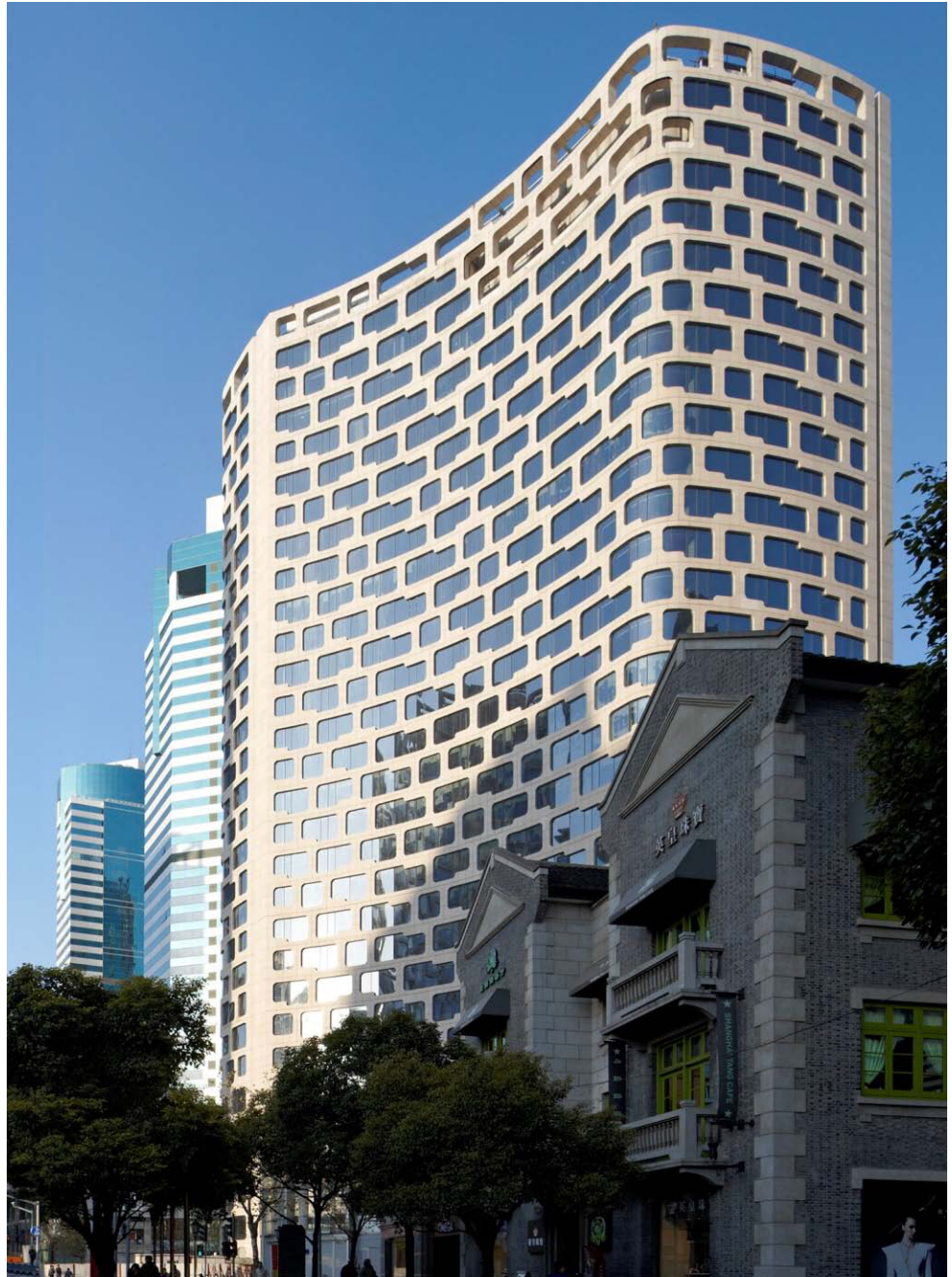
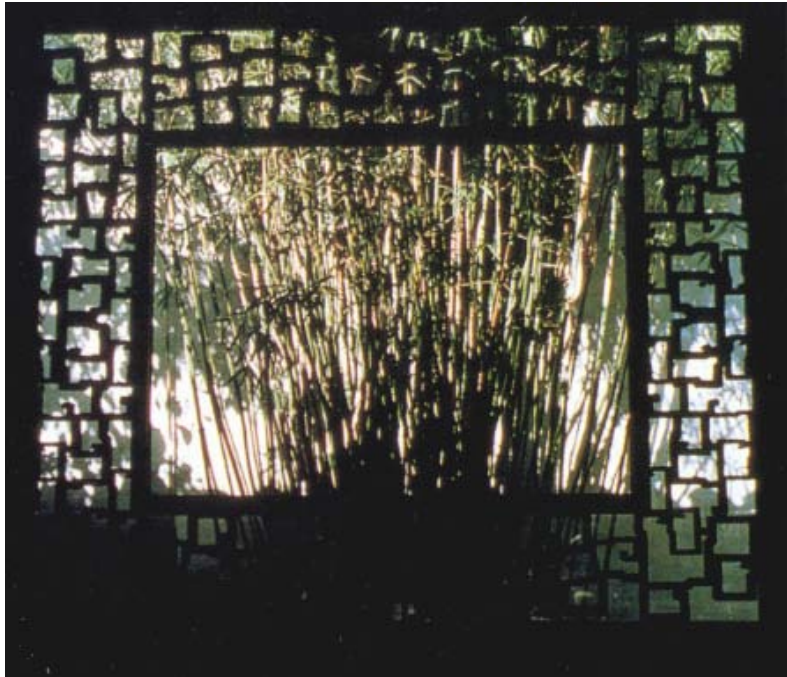
Shanghai, China





# Xiantiandi Hotels

Shanghai,





# NYU Shanghai

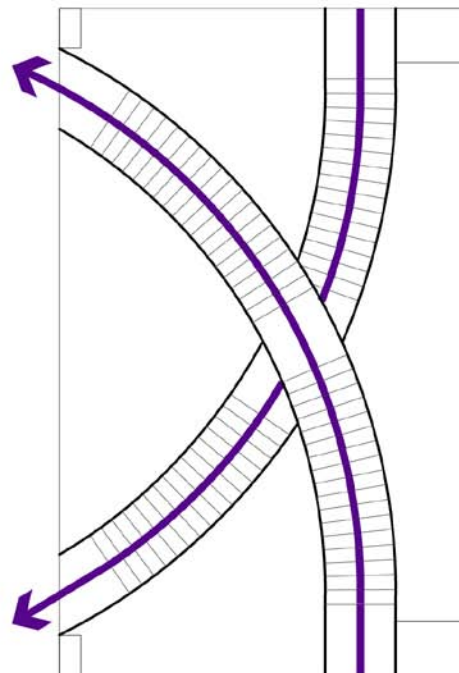
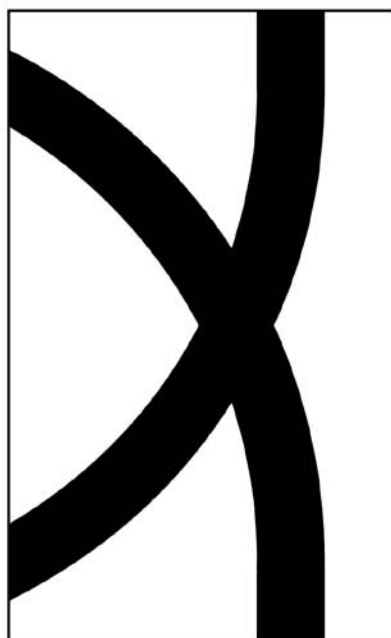
Shanghai, China







1 ENLARGED STAIRHALL PLAN 03  
Scale: 1:50



皮





琉璃厂西街



# Peking University School of Transnational Law

Shenzhen, China





# Bringing Innovation Home

















2018



**Thank You**

*Open forum panel following to discuss more of the above with expert panelists in part two of this workshop following presentations.*