



Practice Management

Opportunities and Understanding for International Practice Questions & Answers Log

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- 1. Q:** Is there a market for high end residential in Asia or Latin America [[De Etta Ewing](#)]
A: As societies in Asia and Latin America transition to stronger economies and increased wealth there is a significant demand for luxury housing.
- 2. Q:** Do you ever structure your fees so that payments are guaranteed by a letter of credit? [[David Barkin](#)]
A: I have not done so but it is a reasonable request if there is a doubt about the client's ability and the architect is in a sufficiently powerful negotiating position to request this. More often clients may require a LOC to guarantee the architects performance and the architect should try to avoid this.
- 3. Q:** Can you talk more about competitions? [[Martin Powell](#)]
A: Competitions are a necessary evil in many countries. In some cases competitions are mandated for public projects. Our advice would be to only enter competitions where you have been specifically invited and there is at least a 25% chance of success. Be careful to not waste money and only draw and provide what is required.
- 4. Q:** Any comments about doing practice in Turkey and outlook for opportunities in that country? [[Onkal Guzey](#)]
A: Turkey holds a vital position between Europe and Asia and is continually strengthening its economy. There are many design opportunities but make sure the client is reputable. I have had wonderful experiences with some Turkish clients.
- 5. Q:** Regarding the data provided: of the 53% of firms working in Healthcare, what is the percentage of their international work in Healthcare? [[Randy Regier](#)]
A: There is no specific data on this question in our current research.
- 6. Q:** Can you talk about the difference between working in public and private markets? [[Kirsten Sibilgia](#)]
A: It depends greatly in which country you are operating. Typically public clients are more bureaucratic and restricted regarding selection and compensation criteria and private clients have more freedom in their decision making.
- 7. Q:** Is it a negative in the negotiations if you ask questions pertaining to recourse procedures if not paid? [[Michael Lynn](#)]
A: Not at all. The contract negotiation is a good time to communicate with the client and discuss all concerns of both parties.

8. **Q:** Are there resources that provide analysis of the stability of governments, economies, markets, etc.? [\[Keith Hone\]](#)
A: US State Department, US Commerce Department and the World Bank are good sources.
9. **Q:** What level of fluency should employees have to be considered valuable for international work? [\[Aric Abblitt\]](#)
A: I assume the question is regarding language fluency. Your team needs to have fluency in the language of the country you are operating in but not everyone on the team needs to be fluent.
10. **Q:** Can you speak about the APEC Architect program? [\[Luis G Huertas\]](#)
A: I am not aware of that program
11. **Q:** Have you found any issues with female staff working in less developed or conservative countries? [\[Elizabeth Jane Wilson\]](#)
A: Sometimes in traditionally male oriented societies, clients may feel uncomfortable with women in business situations but this is rapidly changing and should not be a deterrent for women to operate in foreign markets.
12. **Q:** Compared to Turkey - what are your thoughts on India? [\[Fenil Patel\]](#)
A: India as a market for US architectural services reminds me of China 15 years ago. It is cumbersome to operate there and the cost of living is so much lower that the US it is difficult to get sufficient fees to be profitable. I believe this will improve as the market and economy mature.
13. **Q:** Can you discuss the short term potential on the African Continent, particularly the least developed areas that are rich in natural resources? [\[David Barkin\]](#)
A: There are significant opportunities, especially where the rich natural resources are being developed, however there is often significant corruption and risk in the real estate and construction industries. Be careful.

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