SMALL BUSINESS ROUNDTABLE
Keeping the Power of Small When it Gets a Little Bigger

Globalization is affecting how we conduct business reflected in relationships with employees, marketing, business development and day-to-day operations. As we enter a period of growth, firms must employ new tactics, forge new relationships, and apply new decision making strategies that address the changes being brought to our profession. Learn how prominent CEOs have drawn from these experiences to excel in the future.

PRESENTATION OUTLINE

I. The Marketplace
   A. Overview of the last 2-3 years shift
   B. Current state of the Marketplace
   C. New markets, clients, and competition

II. Challenges that Continue to Affect the Marketplace
   A. Becoming educated in emerging markets.
   B. Building new client relationships and forging new partnerships.
   C. Making staffing choices.

III. Developing and Growing for Long-term Success
   A. Leadership
      1. Who are the leaders?
      2. What is their focus?
      3. What are the strategies for retaining successful leaders?
   B. Important decision making regarding staff
      1. Different methods for staff evaluation.
      2. Diversifying office talents to become competitive in new markets.
      3. How to cultivate talent and keep them.
      4. Reducing salaries and benefits, shortening employee hours and creating incentives to accelerate return to normal compensation.
      5. Increasing employee responsibilities to increase efficiency and/or income.
      6. How to empower younger staff to take responsibility for sustaining an office identity.
   C. Differentiating your practice and promoting an indispensible image to existing and past clients.
   D. Maintaining a ‘small’ culture with an expanded workplace.
   E. Initiating new partner relationships to boost competitiveness and manage costs.
   F. Maintaining a strong cash position managing money and tax impacts.
   G. Invoking more focused and disciplined project management and operations.

IV Concluding Questions & Remarks

LEARNING OBJECTIVES:

Learn how small firms are adapting to the shift in the professional landscape. Learn about what business decisions we made to make it through the past +/- 3 years. Learn new strategies for retaining talent and adjusting marketing and operational tactics.

Understand emerging markets, players and relationships to be effective in a changing marketplace.

Explore ways to differentiate your practice; promoting an indispensible image to existing and past clients and maintaining a ‘small’ culture with an expanded workplace.
SPEAKER BIOS

GARY HILDERBRAND
Gary has shared design direction of the firm with Doug Reed since 1997. He is Adjunct Professor of Landscape Architecture at the Harvard Graduate School of Design. At Harvard since 1990, he has taught design studios, landscape technology, and the use of plants as a sustainable medium in design. Long devoted to the exploration of language's role in shaping design intention, he is a recognized author and critic of twentieth-century landscape architecture practice. Through two widely acclaimed books and numerous essays, he has helped to position landscape architecture’s role in reconciling intellectual and cultural traditions with contemporary forces of urbanization and change. Gary holds degrees from SUNY College of Environmental Science and Forestry and Harvard, where he was recipient of the Charles Eliot Traveling Fellowship and the Rome Prize in Landscape Architecture. He is a Fellow of the American Society of Landscape Architects, and has served on the advisory and editorial boards of Land Forum, Harvard Design Magazine, and Landscape Architecture Magazine.
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TOM OSLUND
Tom is one of the leading landscape architects in the country. His work has been recognized by the American Society of Landscape Architects, American Institute of Architects and the American Academy in Rome. Tom’s interest in art and his passion for design are fueled by a commitment to excellence and innovation. He has lectured and taught world-wide at such institutions as Harvard University, University of Shanghai, Cornell University, and the Illinois Institute of Technology.
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JENNIFER GUTHRIE
Jennifer Guthrie is a founding partner of Gustafson Guthrie Nichol. Her professional interests are diverse in nature. Jennifer not only leads the design for several of GGN’s urban landscapes, but oversees the management of GGN’s highly complex projects and is responsible for the financial arm of the practice. Jennifer and her partners are the recipients of the 2011 Cooper Hewitt National Design Award for Landscape Architecture. Jennifer has degrees in both Landscape Architecture and Architecture.
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SHANE COEN
Shane Coen is the founder and principal-in-charge of Coen + Partners, a Minneapolis-based cross-disciplinary landscape architecture firm. Over the past twenty years, Coen + Partner’s work has been recognized as both progressive and timeless, receiving over thirty awards for landscape architecture, planning, and urban design. Shane’s studio has been acknowledged by the AIA, the ASLA, and the Committee on Urban Environment as well as by the editorial staff of such influential publications as The New York Times, Metropolis, Dwell, and Architectural Record. Shane has lectured extensively, including for the Mayors’ Institute on City Design and has taught at the Harvard University’s Graduate School of Design. Shane focuses on building collaborative relationships with influential contemporary architects, designers, and artists throughout the world.
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MODERATOR BIO

MIA LEHRER, FASLA
Mia Lehrer, FASLA is the founder of the Los Angeles-based landscape architecture and urban design firm, Mia Lehrer + Associates (ML+A), known for the design and implementation of ambitious public and private-sector projects including complex mixed-use development projects, urban revitalization initiatives, and neighborhood and regional parks. A native of El Salvador, Ms. Lehrer earned her Master of Landscape Architecture degree from the Graduate School of Design at Harvard University. ML+A applies landscape and urban design innovation and technical expertise on complex Design/Build infrastructure projects, and plays a significant leadership role in project stakeholder outreach and consensus building. The firm has been engaged in urban initiatives that include the recalibration of significant works of infrastructure such as channelized rivers, sea ports, military air stations and oil fields from single purpose sites to multi-purpose community resources. ML+A brings design excellence and environmental leadership to enable government agencies, communities, and stakeholders to create an interconnected system of meaningful open space through well-conceived projects. Within this process, the role of infrastructure is examined for opportunities to improve the relationship between the built environment, natural ecology, and community, thereby enhancing the functionality, mobility, efficiency, and integrity of place.
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