

W096 - Architectural Management

By all accounts W096 can look back on its 3 days in Atlanta in May with great satisfaction. Professor Godfried Augenbroe and his colleagues from Georgia Tech (click [here](#)) hosted a series of events that stimulated the Commission to progress along its appointed path.

Joint Coordinator Matt Prins reports on the Commission's behalf below.

Success in Atlanta

On the 18th, 19th and 20th of May, W096 organised a successful meeting in Atlanta, USA. The College of Architecture at the Georgia Institute of Technology kindly hosted this event under the theme 'Design Management in the Architectural and Engineering Office'. The meeting was organised by Prof. Godfried Augenbroe from Georgia Tech and by Dr.Ir. Matt Prins from Delft University of Technology, Joint Coordinator of W096. For W096 this was the first event outside Europe since its establishment in 1992. The Conference attracted about 50 participants from all over the world (Australia, Chile, Hong Kong, the Netherlands, United Kingdom, and the USA).

This Commission on Architectural Management has, since its inception, maintained a schedule of two relatively 'low profile' conferences per year. As W096, and to a certain extent CIB in general, are still some way from being well known entities in the USA (which was actually one of the reasons to hold this event in North America), the Organising Committee had to face some PR hurdles. The organisers devised a strategy to combine the best of both worlds; they were able to keep the entrance fee relatively low by attracting sponsors to support the event and supply excellent keynote speakers. The Conference was generously sponsored by the following organisations: Ahold Real Estate, Construction Market Data (CMD) group, Cephren.com, Delft University of Technology, EGM Architects and Engineers, Georgia Tech and Constructw@re.com.

Invited Keynote presentations were given by: James P. Cramer from the Greenway Group and the Design Futures Council (USA), Jas Dhillon from Cephren.com (USA), Frans van Dun from Wilimas (The Netherlands), Paul Doherty of the Digit Group (USA) and Arol Wolford from the Construction Market Data group (USA).

Pre-Conference Workshop

During the very well attended 'Early Bird' Workshop on May 18th, several Internet based communication and management tools developed by the e-AEC group from the College of Architecture of Georgia Tech, the hosting organisation, were demonstrated and discussed. This session was an informal and excellent warming up for the two conference days that followed.

Business Meeting

During the business meeting of W096 (only open to its members) it was decided to try a new publication policy for the Commission, by not only publishing refereed proceedings, but also by seeking to publish strongly refereed 'best of' contributions in other special edited issues of regular Journals.

Future Meetings

Furthermore during the business meeting the following dates were set for W096 meetings:

- Greenwich: 15-16 September 2000
- Wellington: 3-7 April 2001
- Reading: September 2001
- Singapore: 5-6 May 2002

As usual more information can be found on the CIB website as well as on the website of the Society for the Advancement of Architectural Management (SAAM): www.archman.com

And Now Back to the Conference and its Emerging Theme: 'dot.com' meets 'dot.edu'

The conference theme addressed the need for a new design management professional in the Architecture/Engineering (A/E) industry. This professional has to react to three major trends in the building industry: (1) the globalisation of building projects, (2) the continuing erosion of the traditional management role of the Architecture/Engineering (A/E) firm, and (3) the increasing need for up-front project management across dispersed design teams.

These trends supplied the main themes of the conference:

1. The increasing globalisation of building projects which covered issues of global competition for A/E design firms, management of global design projects, internet based collaboration and information exchange across distance, time and culture.
2. The rapidly increasing need for new management styles and management professionals within the field of architectural and engineering design: which addressed how design managers should respond to new challenges in today's industry, involving case studies on architectural design management, and coordination techniques for complex design projects and heterogeneous A/E teams.
3. The increasing need for up-front project management tools across dispersed design teams: which addressed how the A/E/C industry can face the revolution in the uptake of new e-technologies, related to remote partnering and distributed team management.

A majority of presentations addressed the issue of Internet based project web sites and databases. Especially some of the American Keynote Speakers highlighted the 'dot.com' initiatives in the United States; while most academics reported on research projects and underpinning theories for this emerging type of tools.

In the USA the implementation of new e-AEC tools appears to be mostly technology driven by a wave of dotcoms, that are seeking an early market share, while relying on future adaptation and further development as a response to user feedback. Researchers from other parts of the world presented academic and theoretical studies without a direct link to implementation in practice.

Another remarkable difference was the interpretation of architectural design management. While the Europeans interpret design management as a process function within the borders of a building project, which can be executed by the architect, a specialised manager, or one of the other parties involved, the Americans mostly addressed the theme within the specific context of the design office solely.

Post Congress Excursion

The conference concluded on Saturday afternoon with an excursion to a major building site in midtown Atlanta; that of the new Southeast headquarters of the Federal Reserve Bank. After two days filled with theories, process charts and models, the confrontation with the hard reality of a construction site brought the attendees back to earth to face the essentials: bringing a host of people, materials and components together, equipping them with a lot of tools, machinery and equipment, doing so in a complex environment, based on a complex set of instructions, generated by a multi-faceted design team, and

specified in thousands of drawings and other documents. It reminded everybody why they had attended this conference and why the architectural design management agenda has to be pursued more vigorously than ever.



Prof. Godfried Augenbroe from Georgia Tech on the right headed up the organising team for the highly successful 3-day Meeting and Conference of W096 in Atlanta. On the left is Frans van Dun from the firm of Wilimas in the Netherlands who was one of the invited Keynote Speakers.



From theory to hard practice. An information packed site visit to the new South East Headquarters of the Federal Reserve Bank concluded the Conference and left no doubt as to why the architectural design management agenda must be pursued.