



# CLIENT PERSONA

## WALTER WHITE - AIA, LEED AP

PROJECT MANAGER  
DIRECTOR OF COMMUNITY  
DEVELOPMENT, US

HEISENBERG ARCHITECTS  
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### ABOUT WALTER

As the director of the Community Development Market, Walter is actively involved in the development of residential, office, retail, and mixed-use projects. Working with regional and national developers, Walter has managed projects that range in scale and scope from neighborhood master plans to adaptive reuse projects. He and his team focus on staying abreast of market trends within the development environment to better serve their clients.

Walter also manages Heisenberg Architects's 'mission-based' projects. He is adept at leading clients through capital campaigns, providing fund-raising tools and support from conception through construction.

#### Favorite place in the world (vacation or otherwise)?

Walter enjoys camping in the desert with friends. The experience tends to be 'out of this world' and he really gets to experiment within nature, which makes him a better designer.

#### What fact about you would surprise people?

I've been a home brewer for about 10 years. I really enjoy the art and science of craft brewing, and sharing it with friends and clients.

#### Recent Projects:

New Mexico Museum Center  
New Mexico Shakespeare Company  
Uptown Consortium - Santa Fe Corridor Study  
Observatory - Luxury Condominiums

#### LinkedIn Profile:

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### ABOUT HEISENBERG ARCHITECTS (From the website)

We are a multinational architectural design firm focused on innovating the essential building blocks of our communities - housing, healthcare, education, and cultural venues. At Heisenberg Architects we are... Designing for Life.

#### OUR WORK

We believe design is a strategic expertise in a global marketplace. We improve the lives of those who live, work, learn, and play in the environments we create, and improve the competitiveness of our clients. We combine localized expertise with a global perspective to create solutions never thought possible.

#### OUR PEOPLE

Our professionals collaborate globally across four offices, each sharing their innovations to improve the knowledge of the whole. Empowerment makes Heisenberg a magnet for the most talented design professionals in our industry. Experts attract experts, great work is born of passion and purpose.

#### OUR KNOWLEDGE

Knowledge is our currency. In a global economy we are exposed to unique challenges as our clients face increasingly dynamic business forces. We integrate strategic planning, design, project delivery, and building management services to create solutions that stabilize our clients against those forces and improve performance.

#### OUR CULTURE

Our culture is the result of the way we think and act, daily. We have a passionate concern for people and the environment. We believe in the power of diversity and celebrate success as a global family. Ultimately it's our entrepreneurial spirit that makes Heisenberg a unique place to work.



## INTERVIEW RESPONSES - 4/28/17

### ABOUT WALTER & JESSE

#### What does Walter personally care about?

- Making an impact in the urban condition
- Walter cares less about markets, locations, etc.
- Walter feels like making a difference in the community is what most motivates him
- He enjoys biking, walking in the woods, and chemistry

#### What does Jesse personally care about?

- Jesse would like to 'shout from the rooftops' about the firm and their impact in the architectural community
- Jesse has a better appreciation for architects and their responsibilities to human (user) impact
- Jesse enjoys seeing a city skyline at night, where all buildings separately operating and functioning in a silo work in synergy within their surroundings
- Jesse also enjoys running

### ABOUT HEISENBERG ARCHITECTS

#### What is the firm's brand? What does the firm care about?

- Heisenberg is architecture beyond buildings
- We are a good partner for our clients
- We provide thoughtful solutions beyond traditional design considerations
- Provide design solutions that enable our clients to do their business better
- As a firm we are humane and empathetic in our design
- End users, owners, stakeholders feel joy and 'at ease' when using their designed facilities
- We elevate the client's experience through thoughtful design
- We understand (through research and experience) client's programming and have a solid understanding of their needs
- We provide solutions beyond 'problem solving'

#### What space does your firm occupy in the industry?

- High-end design architectural firm with offices in Cincinnati, OH; Louisville, KY; Pittsburgh, PA; and Beijing, China.
- Project experience includes: Healthcare, Education, Housing, Community, Cultural, Carnegie Library and Museum Spaces.

#### What does the firm provide to clients?

- We elevate clients and their projects
- Inspire within their communities
- Introduce 'making' through research and
- Provide clients with a joyful experience throughout the design process. We have fun!
- Clients come to the firm for help in solving a problem. We help them through providing innovative/considerate design solutions
- We create compelling work
- Sometimes, potential clients think we are too big or too corporate
- Through team structures that are broken down by market type, our team size becomes more nimble
- The result is a small practice feel, yet capable
- We have the experience and history of the firm that supports this capability

#### How does the firm view your reputation in the market?

- We are viewed as far more opinionated than others
- Too often we want to be servants to others in the industry, the firm is willing to have conversations and not be complacent in the design process
- Clients are in it for the long view
- We attract clients who have an opportunity and/or responsibility to make a difference
- Saying 'yes' doesn't always help in a situation
- New does not always equal better in design

#### Who are the firm's clients?

- Our clients are willing to discover with us
- Our clients are curious and stay curious

#### What does your ideal client look like?

- (See above)
- The ideal client is one that is open to exploring with us. One who is not tethered to a program and open to doing their business better.
- Willing to learn with us
- A responsible client. For example:
  - The New Mexico Medical Center is in business to take care of children and are always looking for a way to do it better
  - New Mexico Shakespeare Theatre: The theatre is constantly 'feeding dialogue' and making plans for the year's schedule based on what's relevant/current to society and specifically the area NOW



## INTERVIEW RESPONSES - 4/28/17

### ABOUT HEISENBERG ARCHITECTS (cont'd.)

#### What are you and your firm best known for?

- It changes...
- 20 years ago, our most 'meaningful' work was being done through rubbing elbows with big-named designers for projects like the Santa Fe Public Library, City Center for the Arts, Stadium
- Our definition of 'meaningful' has changed
- Meaningful = thoughtful (Now)
- The firm has a hand in the quality of work in the area and beyond
- It is not 'showy' or 'large scale', it is now the thoughtfulness of the design solution

#### How is the firm winning the fight against commodity?

- We are thoughtful about projects
- We create empathy maps for our clients and their business
- We better understand our clients, needs, goals and problems
- We fit within the decision making process
- We create alignment between the client, the project and what we do well
- We say 'no' to projects and pursuits more often, especially those that do not align (as mentioned above)

#### Where do you see the industry in 5-10 years?

- We see a rising appreciation for the value of design
- There will be a rebirth of our urban cores
- With the pending adjustment of the market, we see the commercial market, especially, softening
- We see clients and our employees who will be sophisticated enough to understand that new does not always equal good
- We will continue to design for sustainability
- Work will be thoughtful
- We hope to provide work that will be appreciated in 50 years, much like our historical projects are timeless and thoughtful, built to last
- We will provide experiences for the longevity
- Humans will not have the continued option to approach a building/neighborhood as disposable, Value is not just financial!
- In architectural services, our clients want a trusted partner
- They are already 'buying' with more emotion than before, they trust us!

#### What is/would/could disrupt the firm's business?

- Technology is a disruption, has been and will be for a while
- Sometimes in a good way, for example so many things were learned during the 3D scan of the Museum Center. Our design team would have not known what was truly needed to accomplish a complete renovation of the project. For example, in the curved wall on the back side it has been completely removed for the renovations. If our only approach was through hand measuring and as-builts, our team would not have noticed what was captured in the 3D scan. **Without catching this, this would have been a HUGE disservice to our client and the community who are responsible for this historic icon.**
- Communication is also a disruption (both good and bad)
- For the positive, communication is helping us... architecture is not a mystery anymore. It's not the played on TV, Michael Brady. We have the opportunity to share what the profession does in real life.
- For the positive, the firm sees an opportunity to share and/or research more about important design aspects for their end users. For example: providing research on how we view space healthy vs. non-health; common space that should be welcoming and reflect moods and emotion.
- For the negative, communication is a huge distraction. The quality, accuracy, real vs. fake is a struggle even in the world of architecture communication.

#### To gain knowledge in what you and others at the firm do, what industry publications/sites/conferences do you read and or attend?

- Much of the firm's research is done in house throughout their own working environment. Studies of light, materials, etc..
- The firm studies work spaces, even those for introverts vs. extroverts to help find balance in their design
- Use research directly with their clients, who are part of the design journey
- Fundamentally, the human experience is consistent
- Clients come to the firm for a positive experience
- We appreciate our clients, especially those who are forward-thinking and trying to always look for a way to do their business better.
- The firm aligns with clients like New Mexico Medical. The medical center prepares its employees to 'treat everyone coming in the door like they're having the worse day of their life.' The firm adopts this way of thinking when considering their designs for the client
- Industry news - ACHA, Healthcare Design, AIA, ULI, SMPS
- Many employees who are leaders in the firm sit on regional and national boards. Look for research opportunities.



## INTERVIEW RESPONSES - 4/28/17

### ABOUT HEISENBERG ARCHITECTS (cont'd.)

#### What keeps you up at night (work related)?

- Are we doing enough?
- Project worries, did we get the details right? Will the building that's being renovated survive a strong storm?
- A lot of times clients are only going to do one project in their lives. Clients put a lot of trust in us!
- There could be a weak link in the project and this can make us vulnerable to our client relationships
- We have to be brave and with that we also have to be prepared

### ABOUT US - THE LOS POLLOS GROUP CIVIL ENGINEERS/SURVEYORS/ LANDSCAPE ARCHITECTS

#### From you and your firm's perspective, how do you perceive Los Pollos?

- Originally, our teaming on a project wasn't intentional. The first project the firm can recall working on together was the RM House. We had done a lot of work with Medical Center and Heisenberg had previously worked with Los Pollos and had developed confidence in the firm's work.
- The 3D Scanning project at the Museum shows the depth in our relationship and how the firm is using and has access to a quality resource in our back yard.
- The firm was given options for both 3D scanning and Landscape Architecture on the Museum project by the owner.
- The firm felt that Laser3D (a division of Los Pollos) was capable and had the experience we were looking for to help us document the building without having to use someone from another state.
- In a similar situation, a landscape architect previously involved in the project was suggested to us yet we turned to Los Pollos. We felt again that Los Pollos had the experience and capability to handle the work.
- It has been a pleasure to work with Bubbles. She is thoughtful in her design solutions and provides creative problem solving
- We feel that Los Pollos marketing and 'artifacts' are thoughtful and above others in the industry. Los Pollos has brand awareness.
- We feel like we know Los Pollos, but would like to learn more about their individuals/group leaders and their capabilities, work, etc.
- The firm values Los Pollos relationships and feel that it is a layer of where our strengths lie

- Exclusivity is important to the firm when pursuing work. They appreciate Los Pollos effort to provide separate PM's for each team that we submit as part of.
- However, they find value in exclusivity at the interview stage most. Even when separate team members from Los Pollos are represented on separate design teams in the interview, they find that interviewers tend to skip over asking questions that may have been asked in an earlier meeting where another Los Pollos team member may have been in the room. The firm feels like it is a missed opportunity for them to bring value to the interview
- The firm appreciates Los Pollos sending opportunities, including most recently a speaking engagement for the Museum project
- The project manager is excited to potentially speak with us about his project that he has been living and breathing. There are stories to tell and education to provide the industry

#### What does the ideal consultant look like?

- The firm just met the other day to redefine the word 'consultant' in their offices. They now consider them 'partners.' Purposely changing the language to be more inclusive of this relationship with design team partners
- The ideal partner is willing to be a part of the design 'journey' with us as we discover thoughtful solutions together
- Look for 'have you thought of this' and less of the yes-man
- The ideal partner is willing to think more about the end user
- They are not the 'idea killer' in the room and are willing to consider options and bring options/thoughts to the table
- When the design team and partners align, the work will go further
- Partners have overall impact to the design
- They are transparent, a relationship goes a long way when we are all open and honest
- We do not select based on fee, select on the best alignment

#### What is your expectation for responsiveness from teaming members (ie. 24 hours)?

- It's really a case by case scenario
- We will give you time to be thoughtful in your response. We don't care what it takes, as long as it is correct
- If there is a sense of urgency, then yes... be speedy
- We believe that when there is an alignment with the team then there is an alignment with the project. When the team is 'clicking' then you can see the ultimate vision together and you are working as a consistent team



## INTERVIEW RESPONSES - 4/28/17

### ABOUT THE LOS POLLOS GROUP (cont'd)

**What is your involvement in invoicing/accounting? What is the firm's process? Do you have any suggestions for making this process easier?**

- Our billing cycle is completed by the 25th of each month in order to send invoices out at the beginning of the next month
- The invoicing relationship for our firm is PM to PM. Go to the client project manager for the project (not accounting and not Tom Gormley)
- The cycle is completed by the PM's for the project

### INTERNAL QUESTIONS

**What is the potential IF the Los Pollos Group could really impact the relationship with Walter White, Heisenberg Architects (and others like them)?**

- Winning more work with Heisenberg could mean that Los Pollos would perform more meaningful work across the City and other regional markets
- There is potential to help our newest City market grow through relationships with Heisenberg and their PM's in the same City
- There is potential for Bubbles to further her relationship within the Landscape Architecture market, as Walter discussed how much he enjoys working with her
- There is potential to continue promoting our scanning work in historic buildings with the firm through industry speaking engagements. Further developing the relationship and their potential increase of 3D scanning use in their future projects

**What is the market potential, revenue potential, etc.?**

- The Los Pollos Group feels that we are barely scraping the surface with Heisenberg Architects
- We complete less than 10% of their design work, other consultants are being used for the remainder of the work
- If we could educate the other market leaders outside of Walter White's silo of work about our staff and capabilities, we could see potential revenue growth and more projects across more markets with Heisenberg

