



# The Basics of Business

Reinvented for the  
**Fast Future!** Ahead



# Proposition

**All companies want  
the same thing.**



**Direction Finder of  
the Fast Future!**

**Growth**

*Quantity*

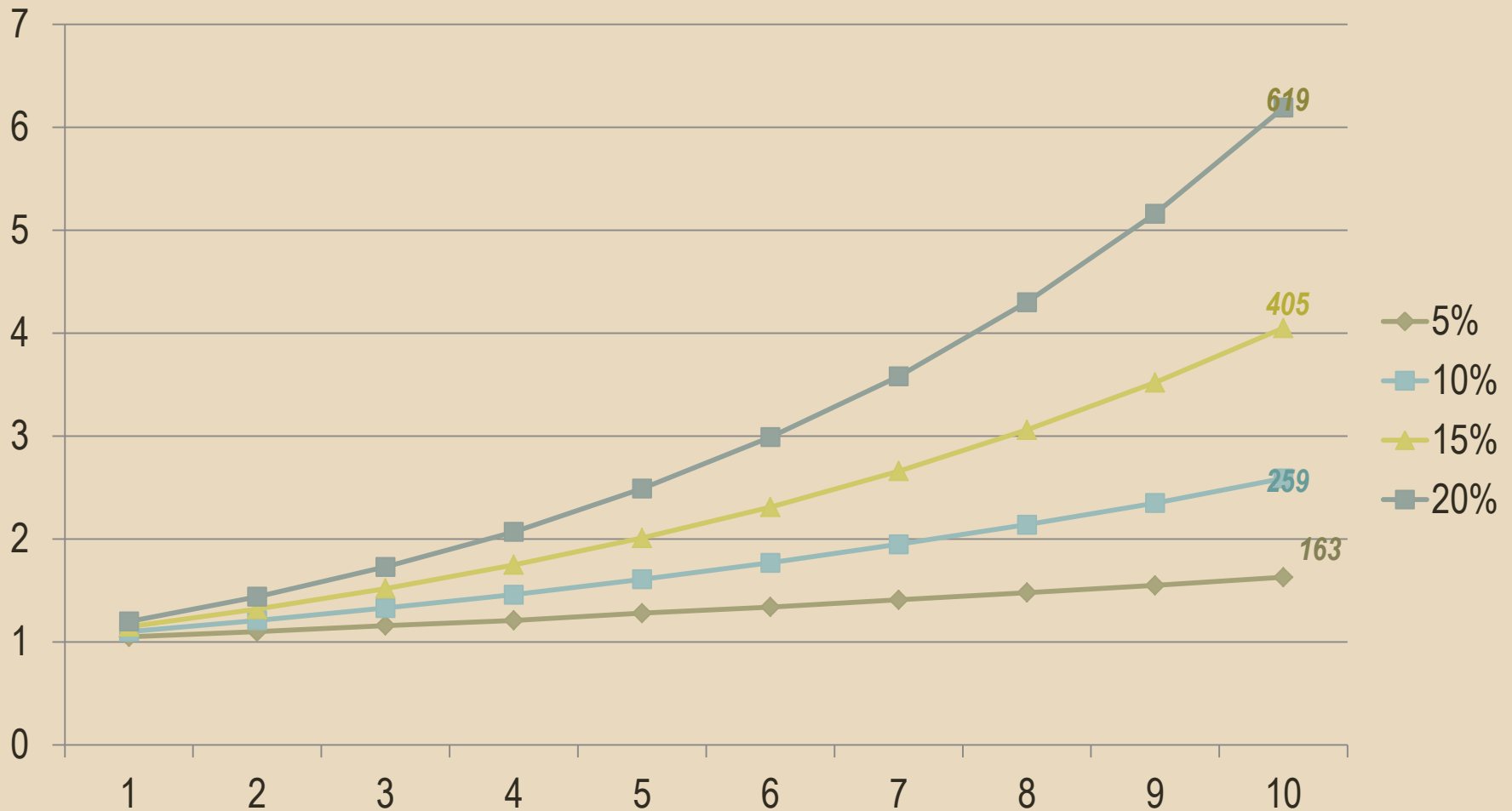
**Profit**

*Quality*

**Success**

*Quest*

# The Case for Growth







**Size Matters**



# What Holds You Back?

# Forces



*Economy*

*Industry*

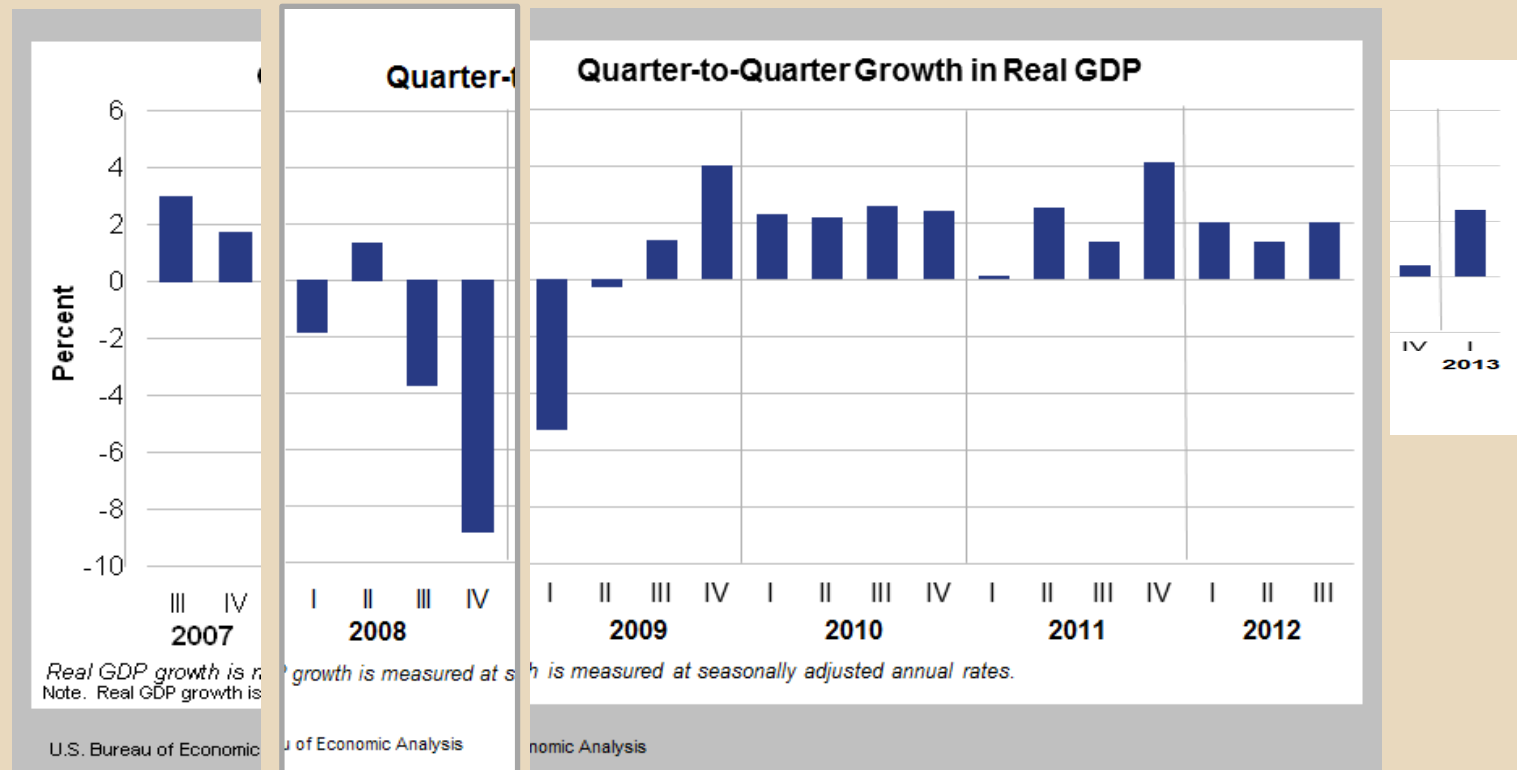
*Firm*

*Team*

*You*

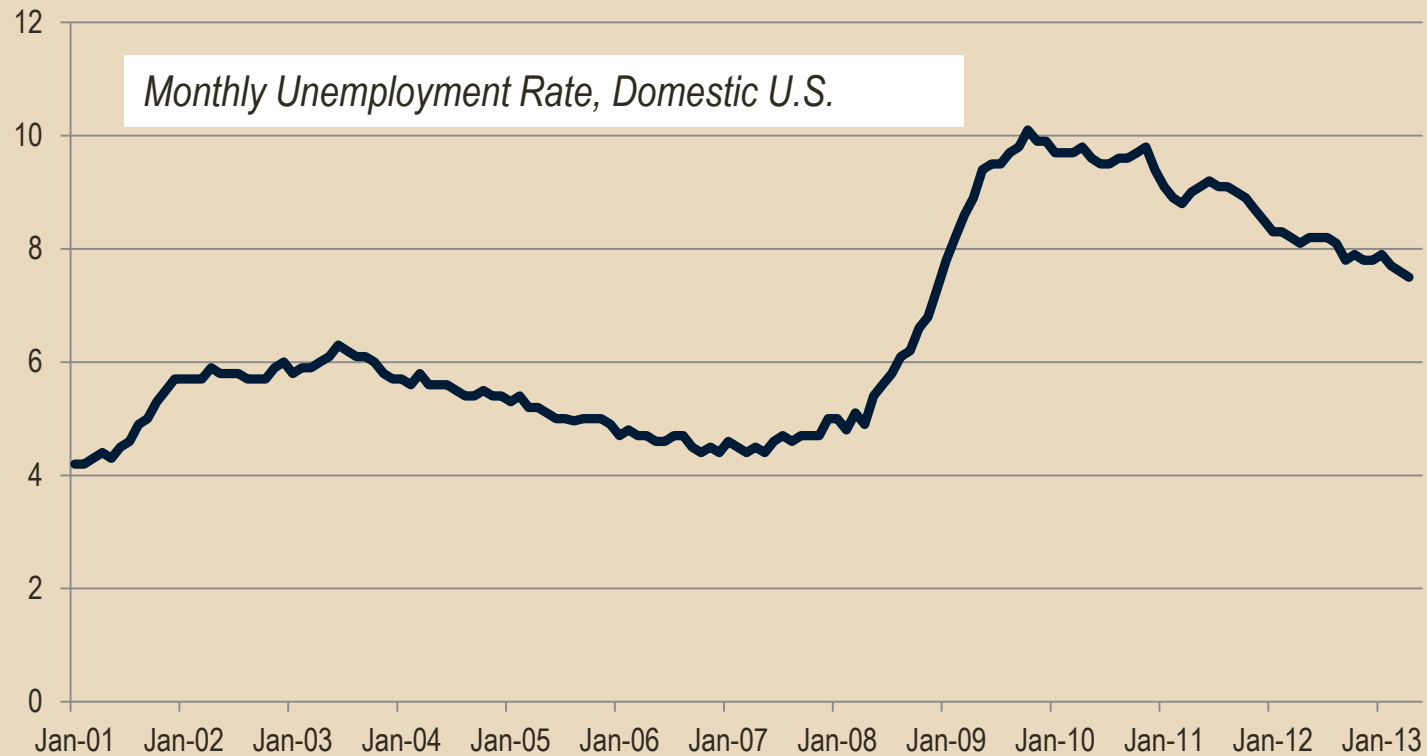


# U.S. Economy



Source: [http://www.bea.gov/newsreleases/national/gdp/gdp\\_glance.htm](http://www.bea.gov/newsreleases/national/gdp/gdp_glance.htm)

# U.S. Economy

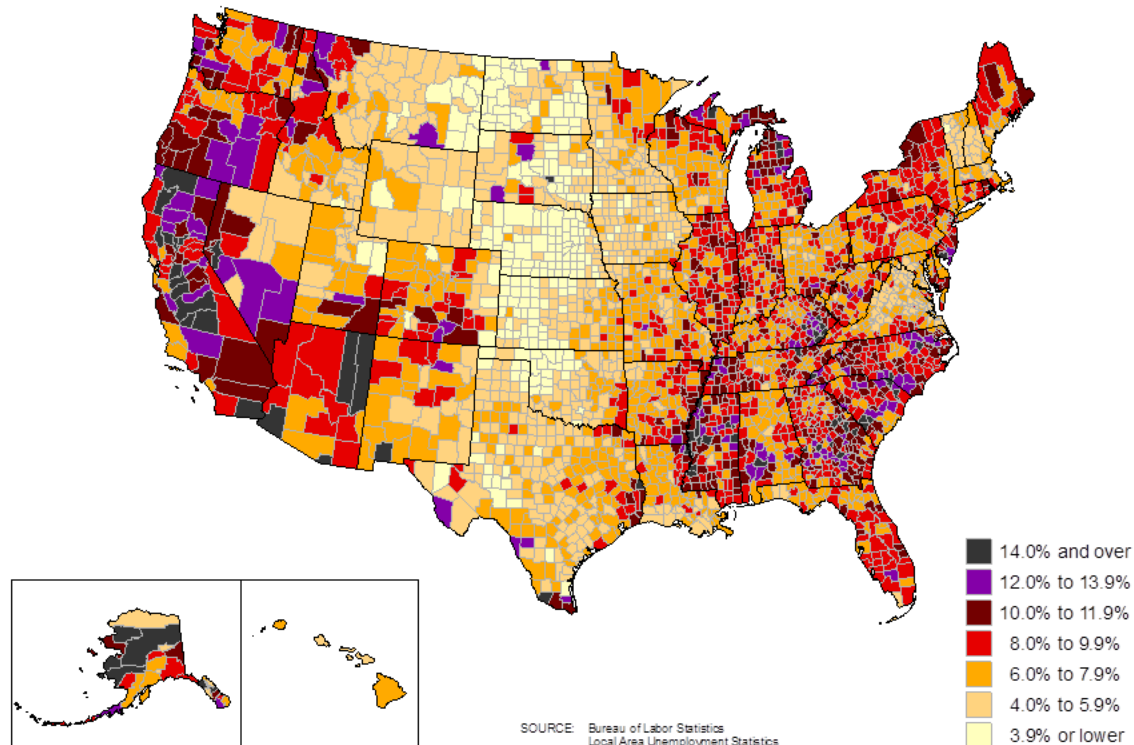


Source: US Bureau of Labor Statistics- <http://www.bls.gov/news.release/empsit.nr0.htm>;

# U.S. Economy

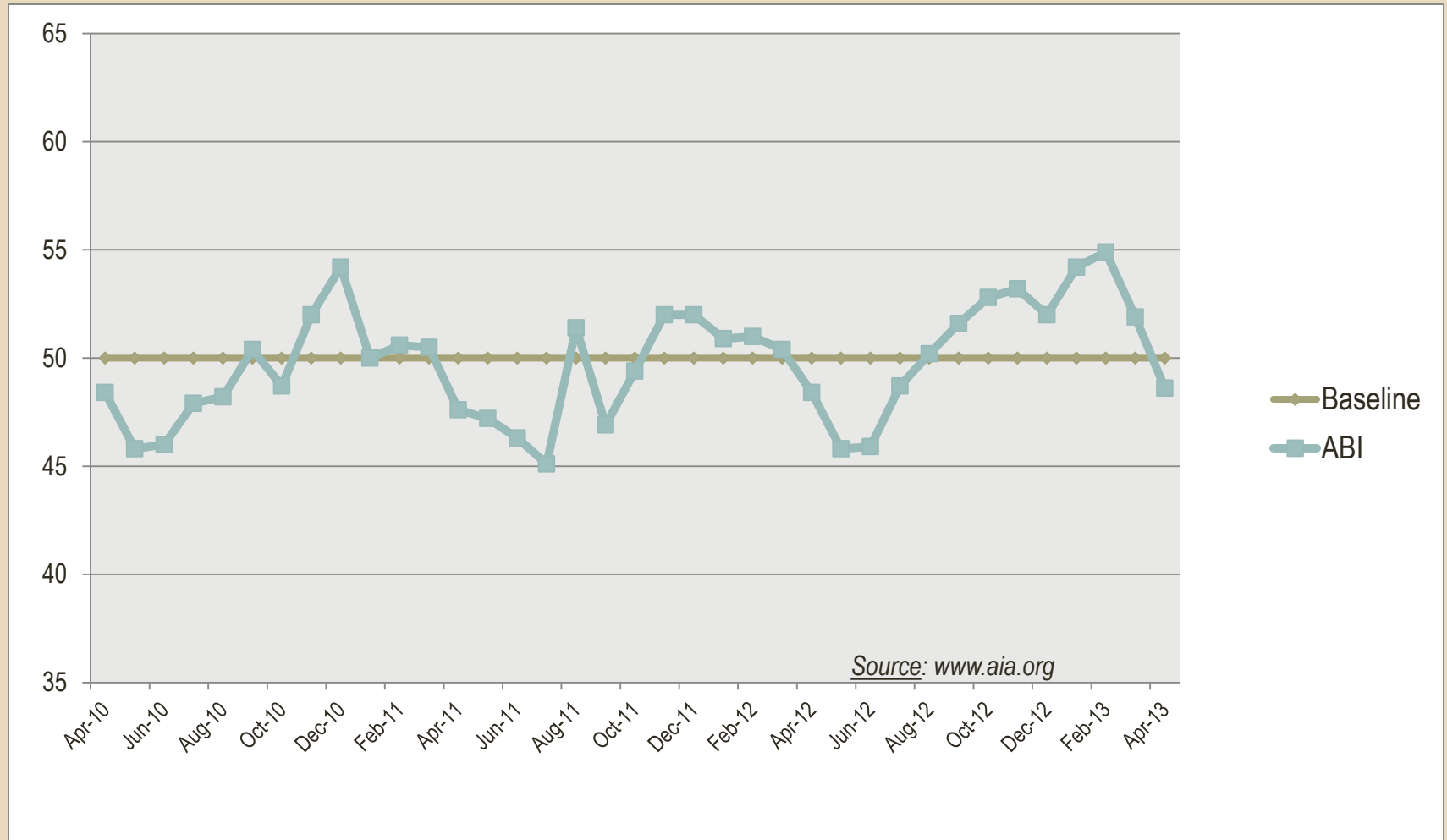
Unemployment rates by county,  
May 2012 - April 2013 averages

(U.S. rate = 7.9 percent)



Source: US Bureau of Labor Statistics- <http://www.bls.gov/web/laus/mstrtc1.gif>

# AEC Industry - ABI



# Industry Outlook?

- **Slow, uncertain recovery**
- **Insufficient funding**
- **Tight credit**
- **Overbuilt markets**
- **Budget deficit**
- **Partisan gridlock**
- **Energy prices**



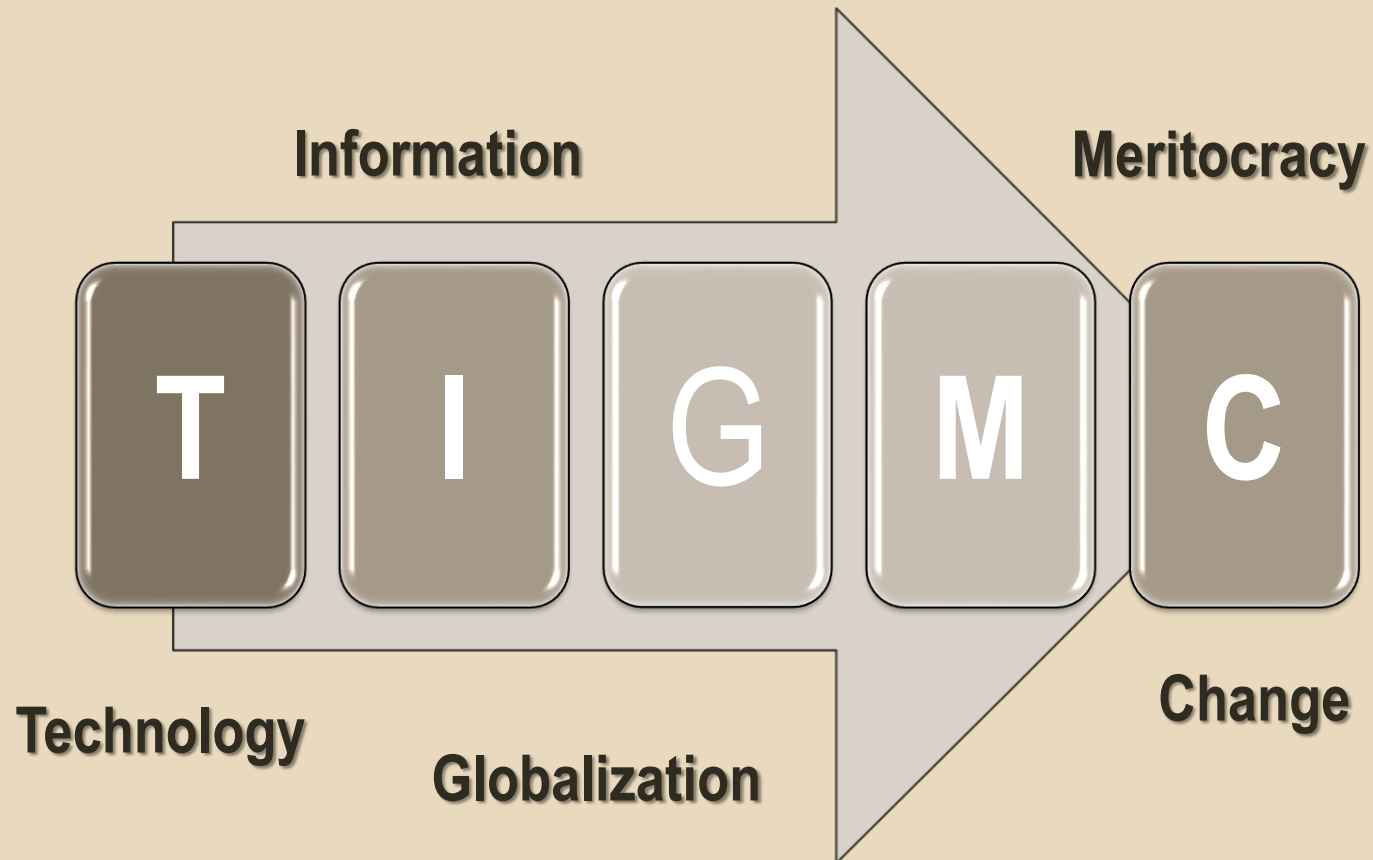


***FAST FUTURE!***

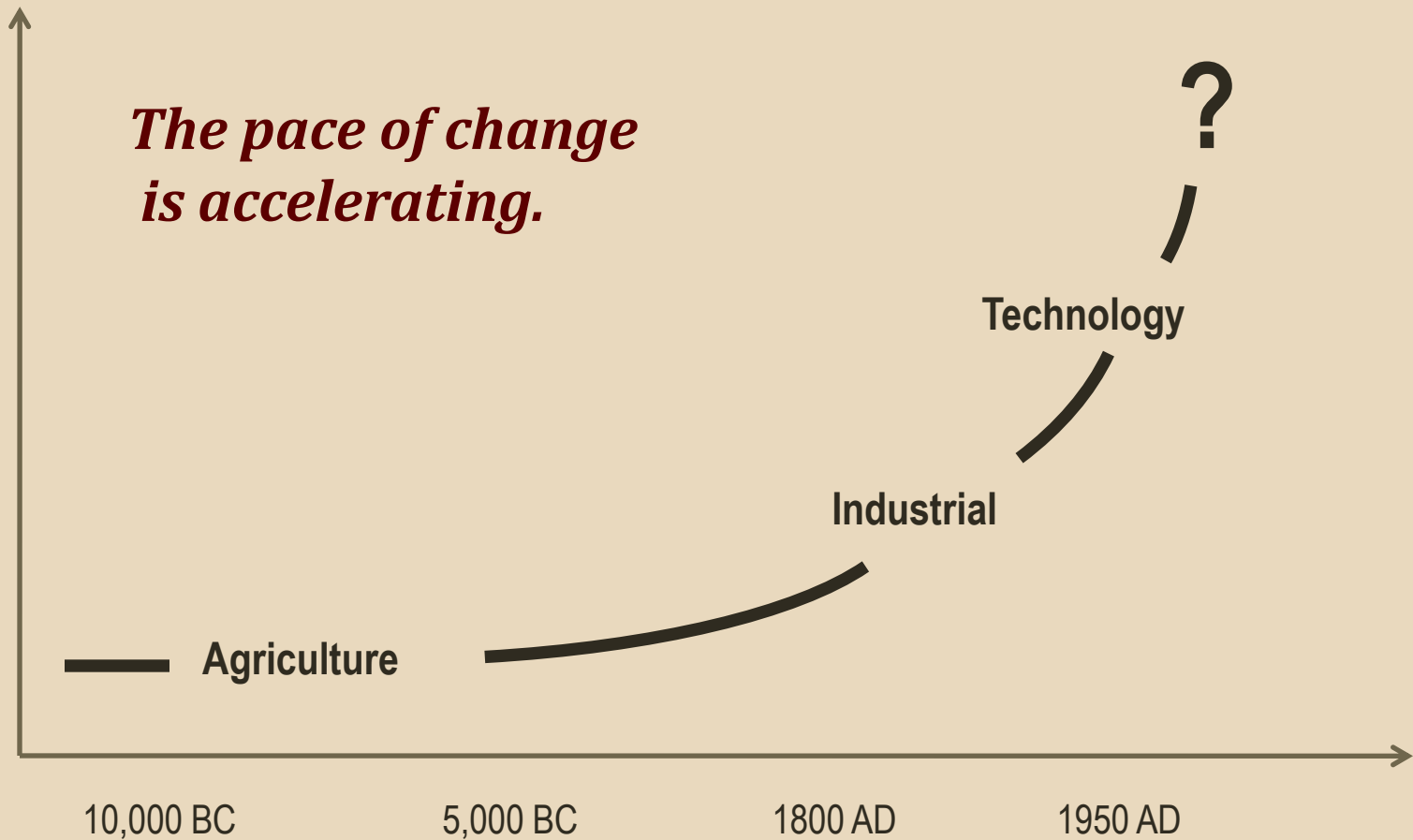
# Fifteen Fast Future Forces

Urbanization  
**Globalization**  
**Infrastructure**  
*Knowledge and Know How*  
Meritocracy  
Consumer Power  
*Technology*  
*Life and Living*  
*Diversity*  
**Volatility and Change**  
*Fluid Supply Chain*  
Small Firm  
**Community**  
**ENERGY AND ENVIRONMENT**

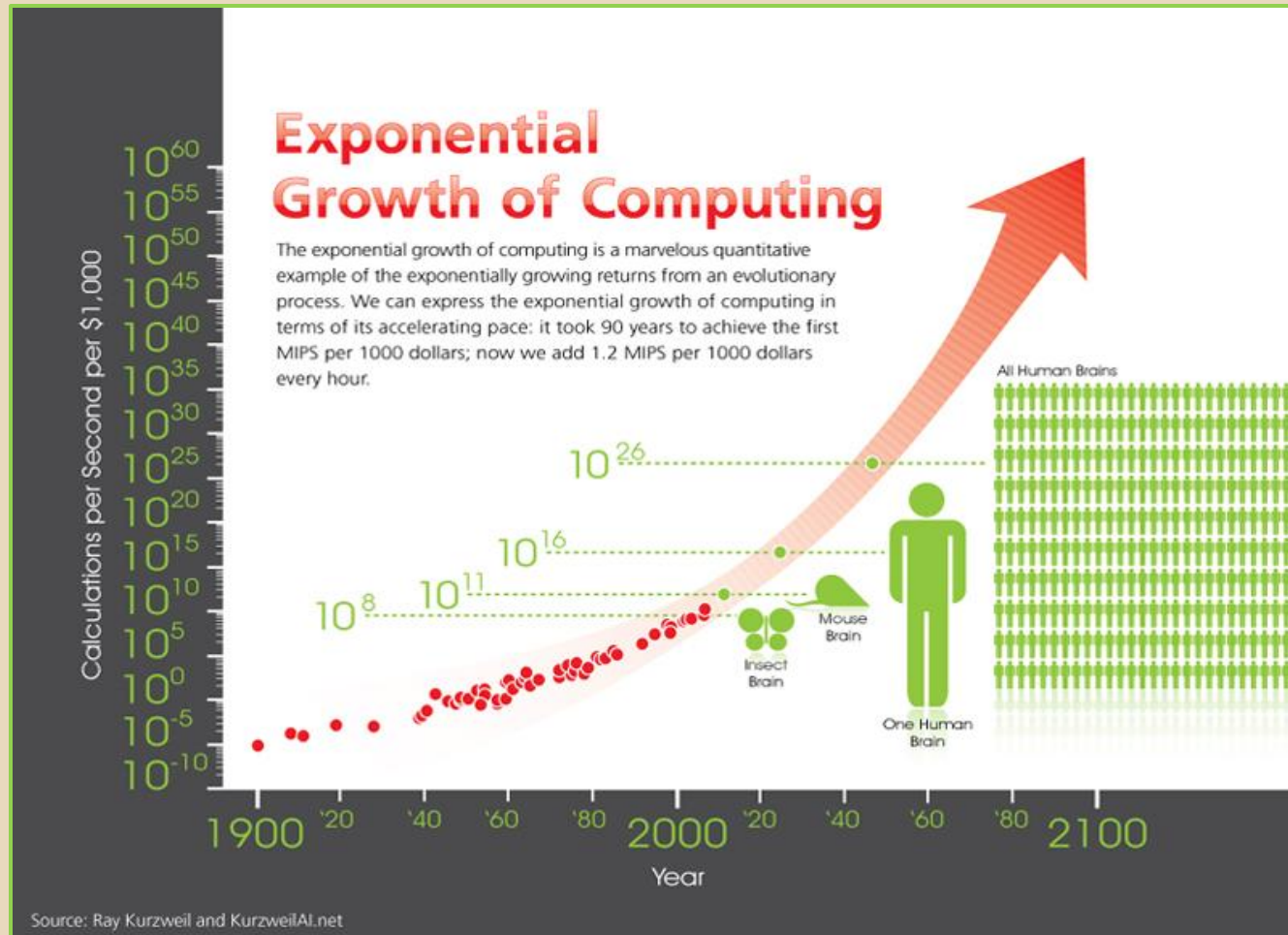
# The Big Five



# You say you want a revolution ...well

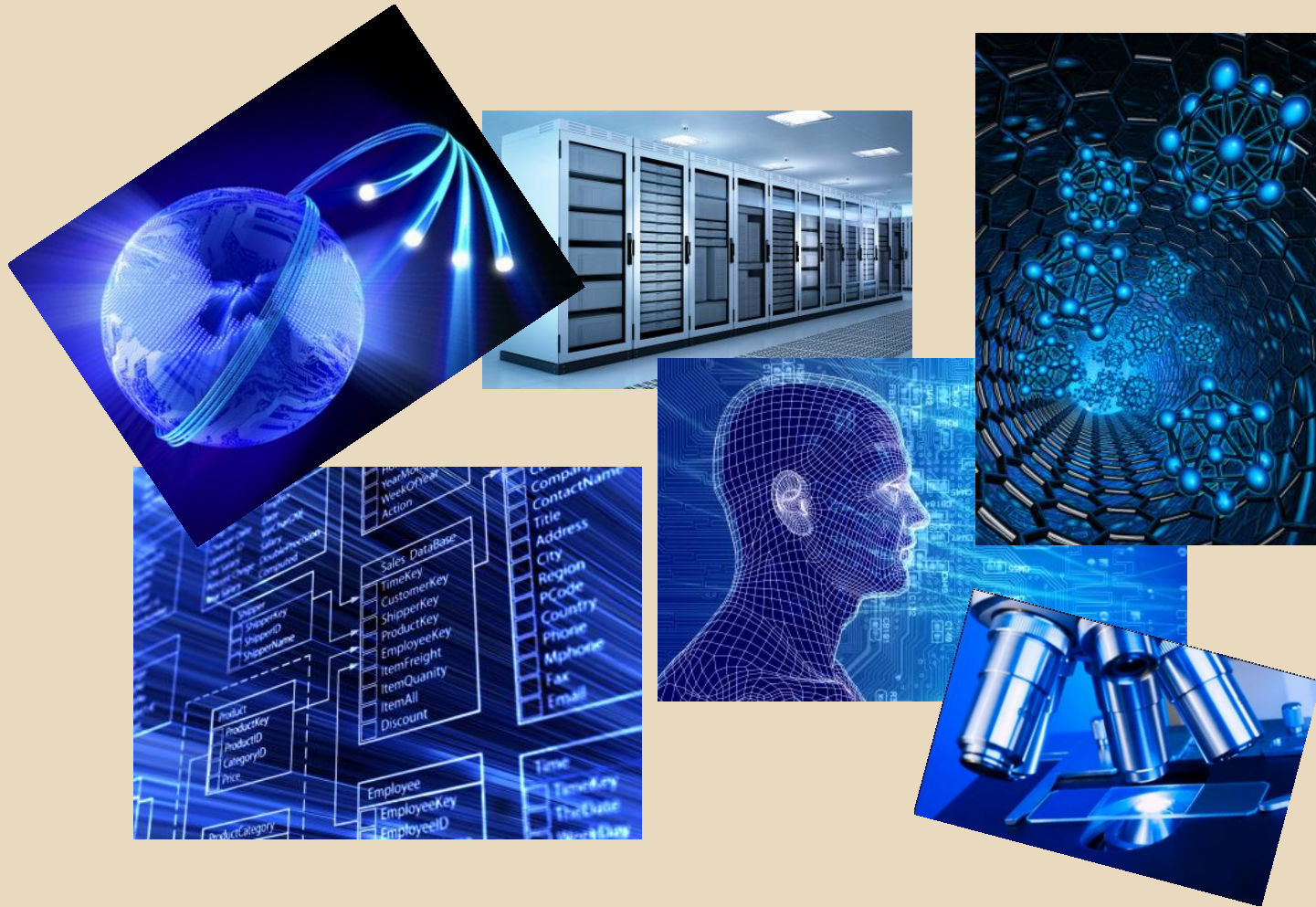


# Technology

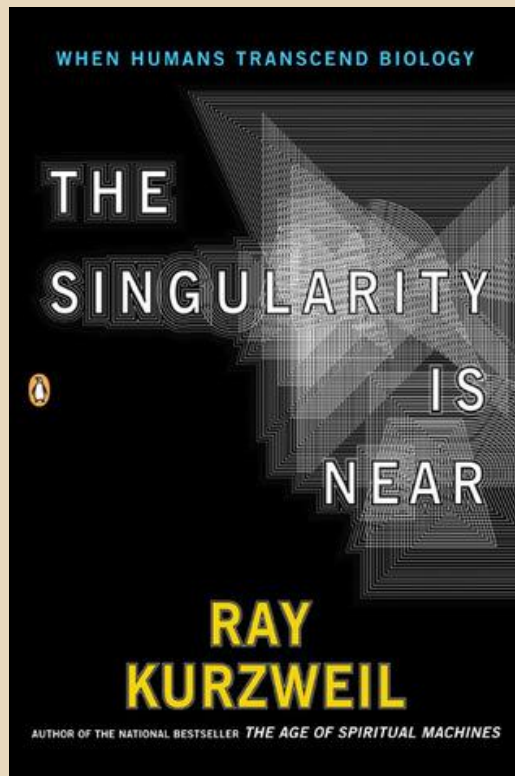




# Accelerating Convergence

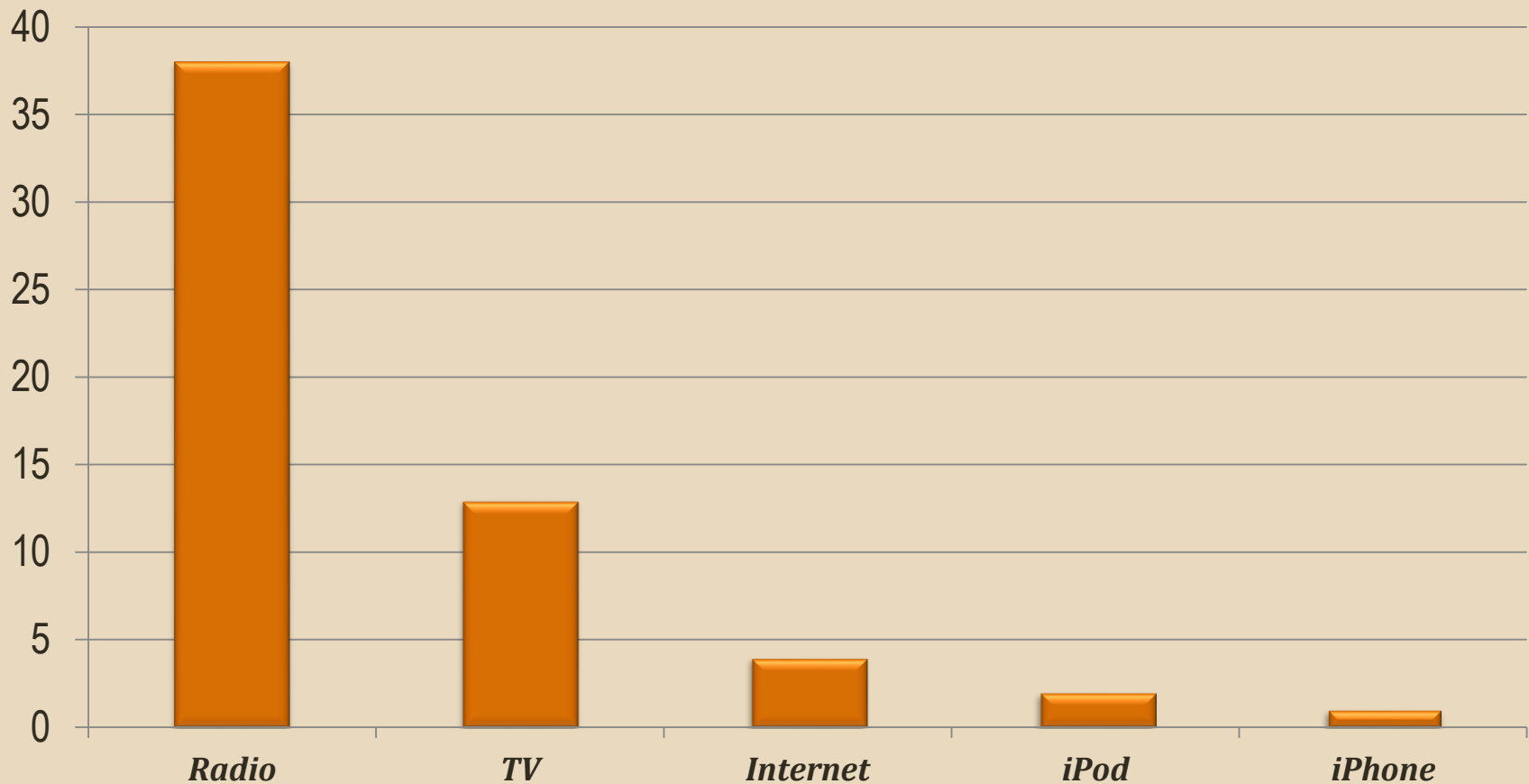


# The Singularity IS Coming



# Information

*years to 50M adoption*



# Information

*1B connected devices*



*1T web pages*

*1.1B active users,  
79% International*



*50B photos (Flickr 5B)*



*21M articles, 26B pages,  
85K active contributors*



*5B cell phones working  
2010: 5B apps downloaded  
2009: 6T text messages sent*



*60 hours uploaded each minute  
2 mos. of content equal to three  
major networks' entire history*



*Today: 2B searches each day;  
2006: 2.7B per month*

***“There is nothing permanent  
except change.”***

Heraclitus (500 BC)

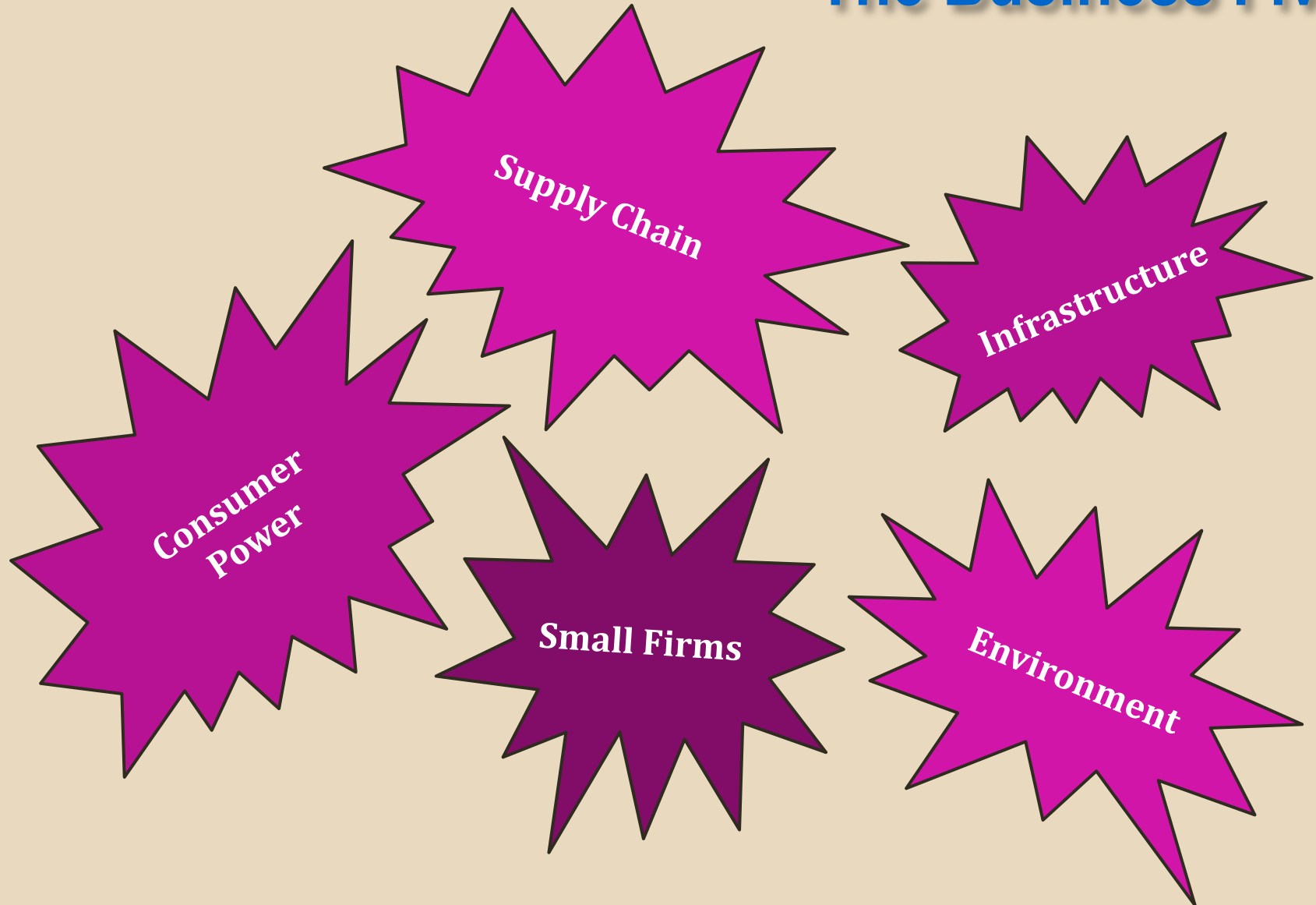
***“We are living in exponential  
times.”***

Fisch and McLeod, *Did You Know*,  
at [shifthappens.wikispaces.com](http://shifthappens.wikispaces.com)





# The Business Five



# Industry Quiz

**How many AEC and related professional services firms exist in the domestic U.S. market?**

- A. 2,067
- B. 5,865
- C. 24,519
- D. 118,966
- E. Unknown

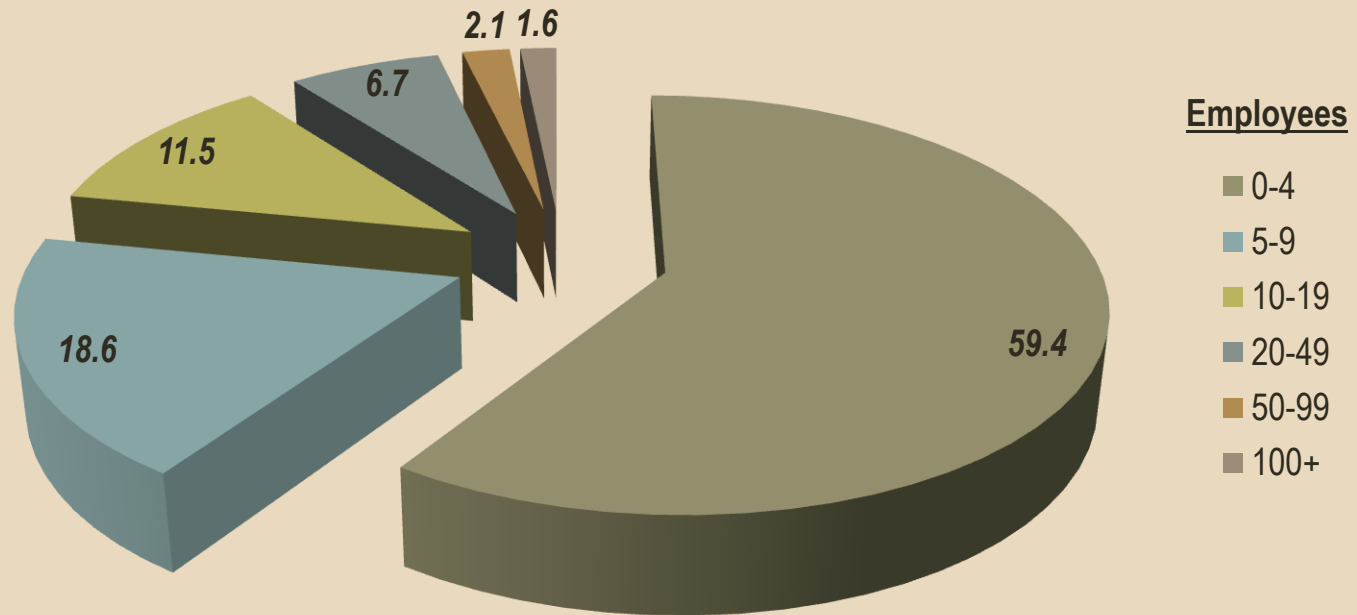
# AEC Industry Statistics

NAICS	Type	No. of Firms	Total Receipts
54131	Architectural Services	24,283	\$37,149,909
54132	Landscape Architectural Services	6,088	\$4,365,336
54133	Engineering Services	47,714	\$187,531,866
54134	Drafting Services	3,146	\$1,083,581
54135	Building Inspection Services	5,673	\$1,830,059
54136	Geophysical Surveying/Mapping	729	\$3,093,348
54137	Surveying and Mapping (Ex Geo)	9,567	\$6,760,251
54141	Interior Design Services	13,492	\$9,799,480
54162	Environmental Consulting Services	8,274	\$10,423,169
Total		118,966	\$262,036,999

Source: U.S. Census Bureau Business Database, 2007

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# AEC Firm Size



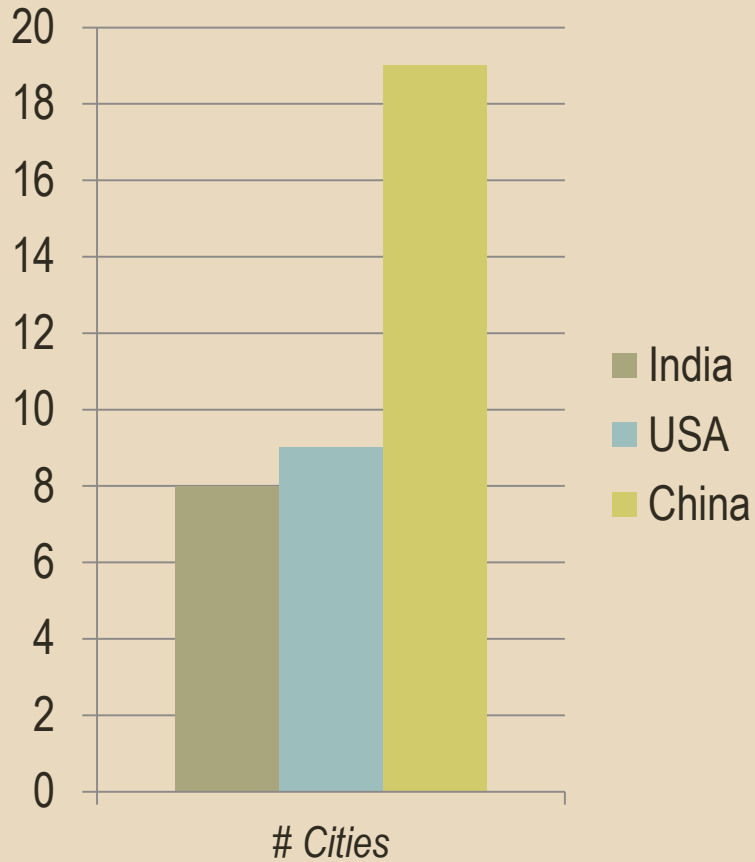
Source: U.S. Census Bureau Business Database, 2007

# The Social Five





# Top One Hundred Largest World Cities



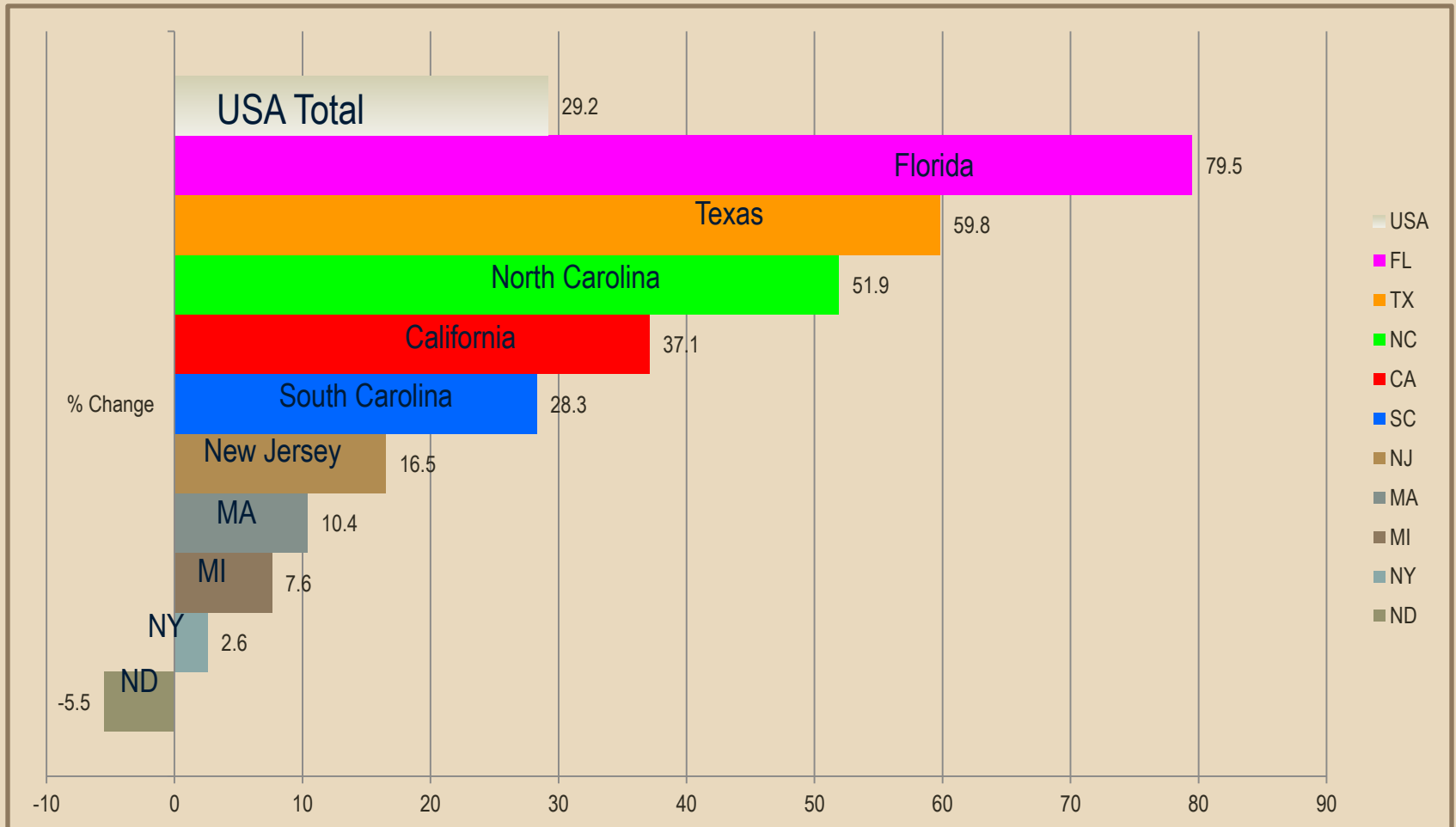
Jinan, China



12<sup>th</sup> largest city in China, 48<sup>th</sup> largest in the world;

# U.S. State Populations

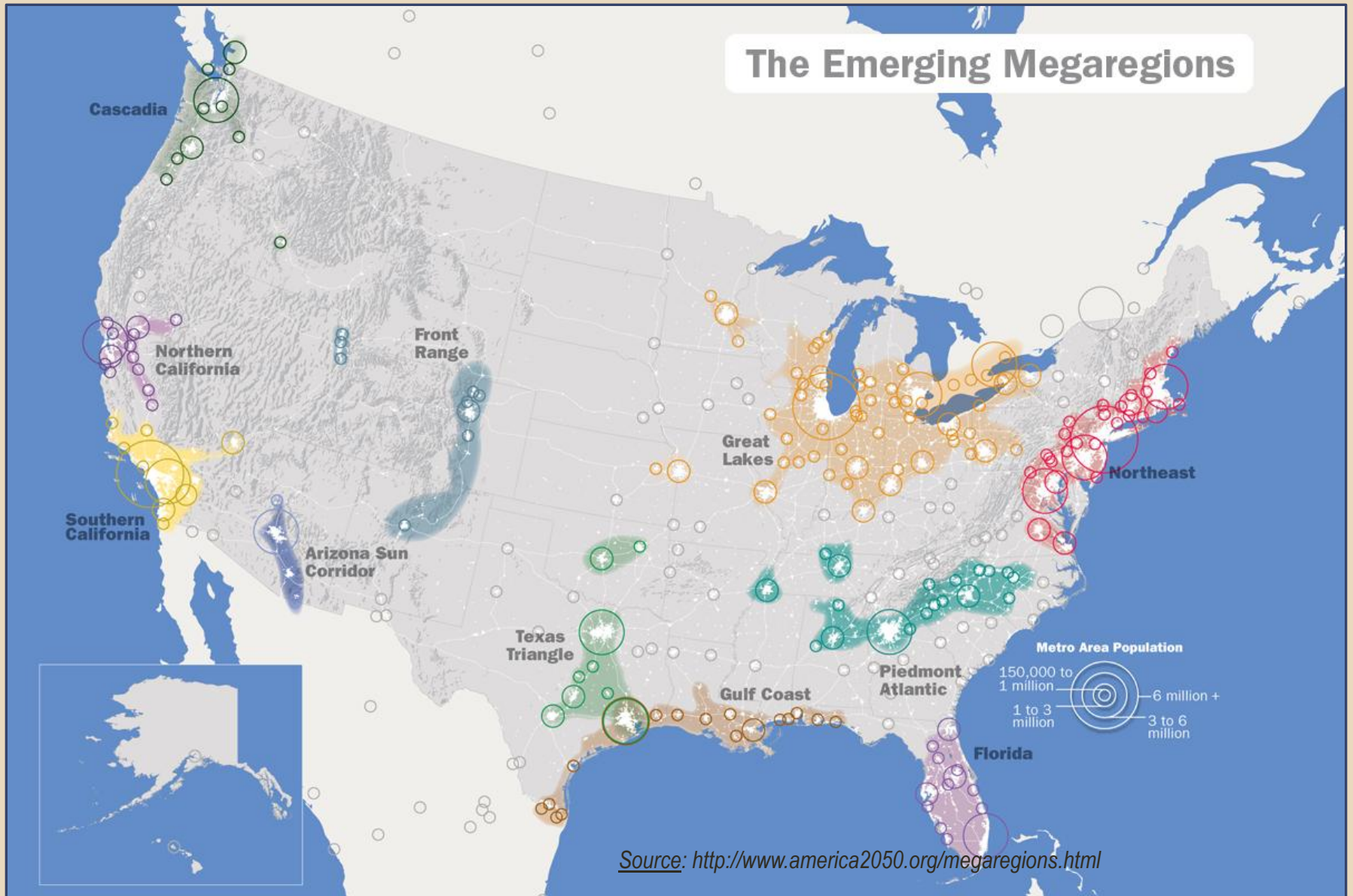
*Growth Forecast (2000-2030)*



Source: U.S. Census Bureau at [www.census.gov](http://www.census.gov)

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## The Emerging Megaregions



Source: <http://www.america2050.org/megaregions.html>

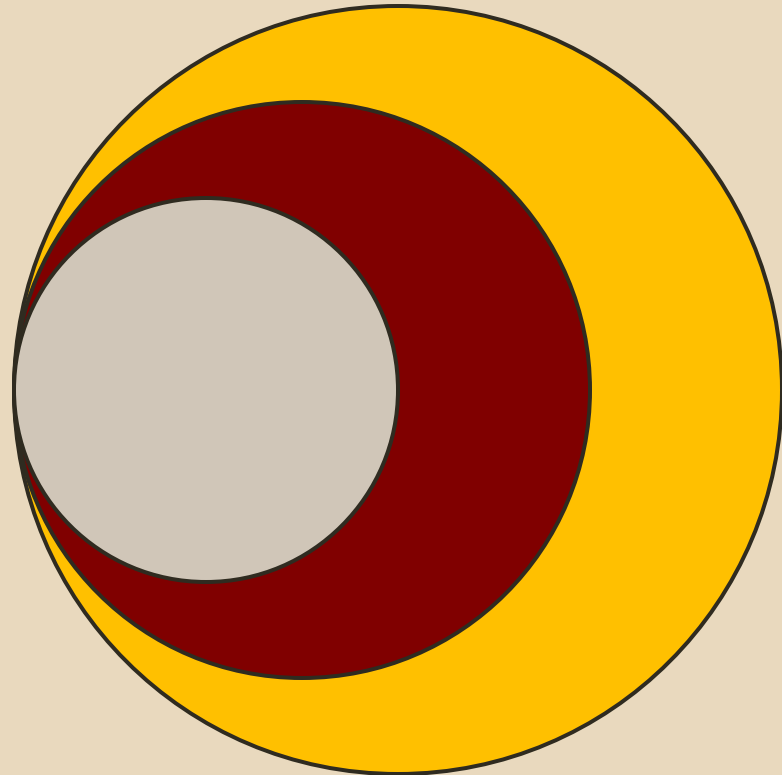
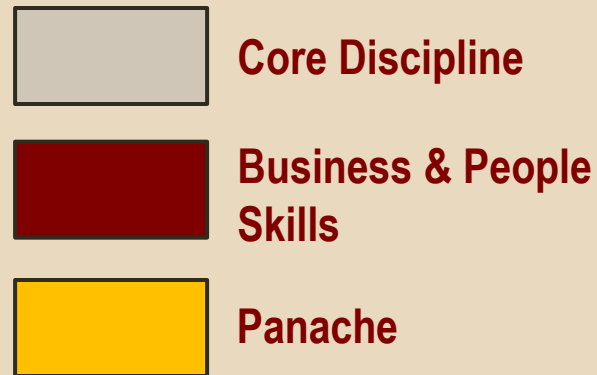
# What does it mean?

“The future ain’t what it used to be.”

*Yogi Berra*



# What makes a professional truly extraordinary?







7

# *Super Seven Response*

# Mission



# VISION



**“Nothing happens  
unless first a dream.”**

*Carl Sandburg*

# Strategy

# Enterprise Strategy

Operational  
Excellence

Product  
Leadership

Customer  
Intimacy

Source: *"The Discipline of Market Leaders, Choose Your Customers, Narrow Your Focus, Dominate Your Market"*  
Michael Treacy and Fred Wiersema



# Alignment

# Process of Alignment



# Bolster Systems



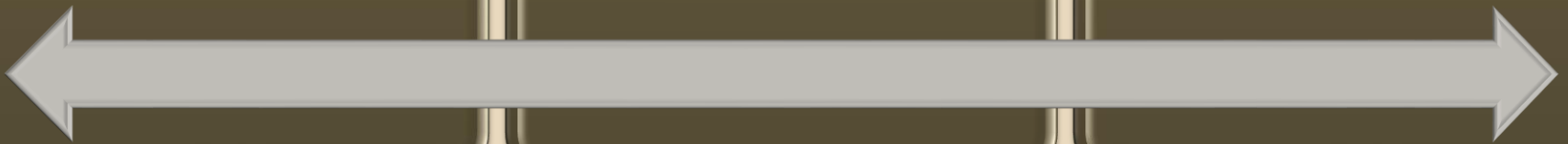
**Marketing**



**Operations**



**People**





# Impetus and Inertia



**“Change is not necessary... Survival is not mandatory.”**

*W. Edwards Deming*

# What's the Risk?





# Choose your road.



## The Road Not Taken

TWO roads diverged in a yellow wood,  
And sorry I could not travel both  
And be one traveler, long I stood  
And looked down one as far as I could  
To where it bent in the undergrowth;

Then took the other, as just as fair,  
And having perhaps the better claim,  
Because it was grassy and wanted wear;  
Though as for that the passing there  
Had worn them really about the same,

And both that morning equally lay  
In leaves no step had trodden black.  
Oh, I kept the first for another day!  
Yet knowing how way leads on to way,  
I doubted if I should ever come back.

I shall be telling this with a sigh  
Somewhere ages and ages hence:  
Two roads diverged in a wood, and I—  
I took the one less traveled by,  
And that has made all the difference.

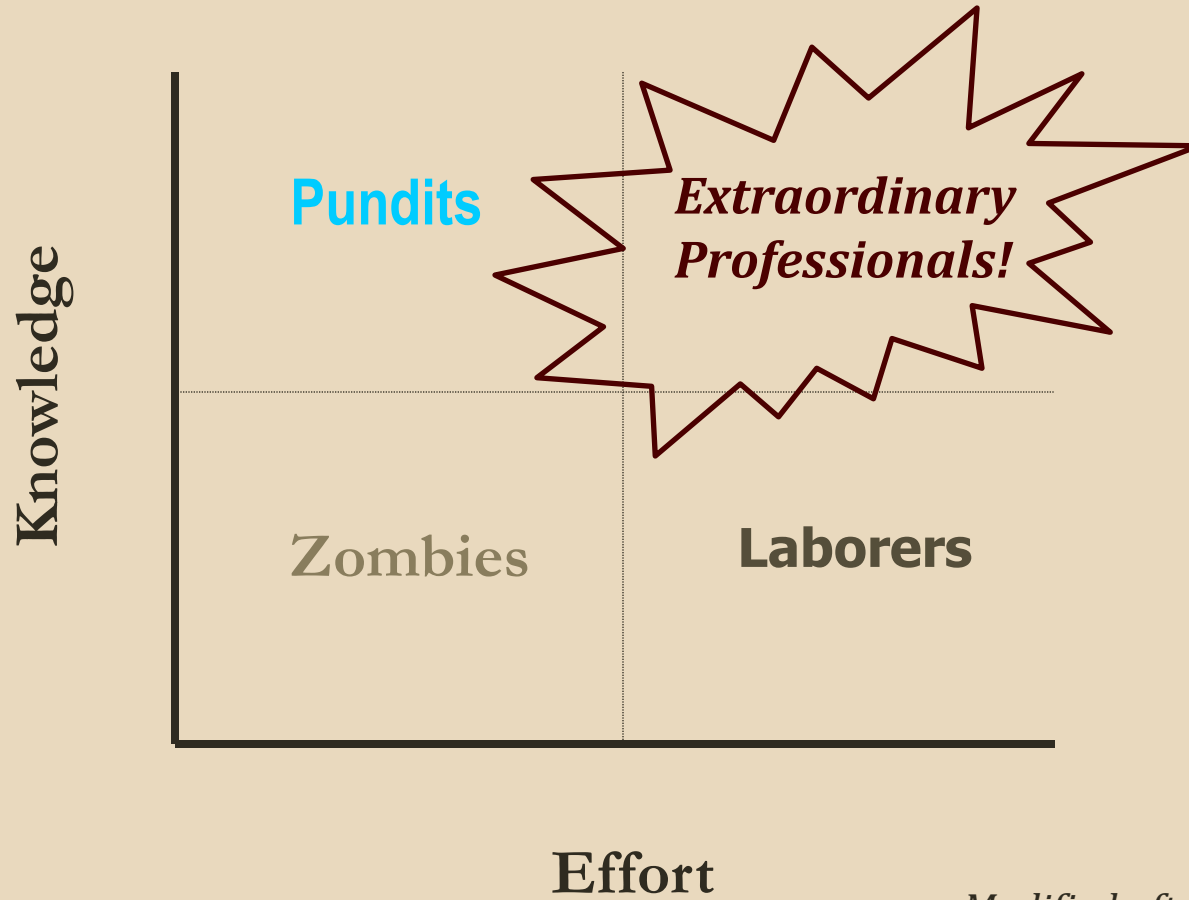
Robert Frost



**“When you come to a fork in the road, take it.”**

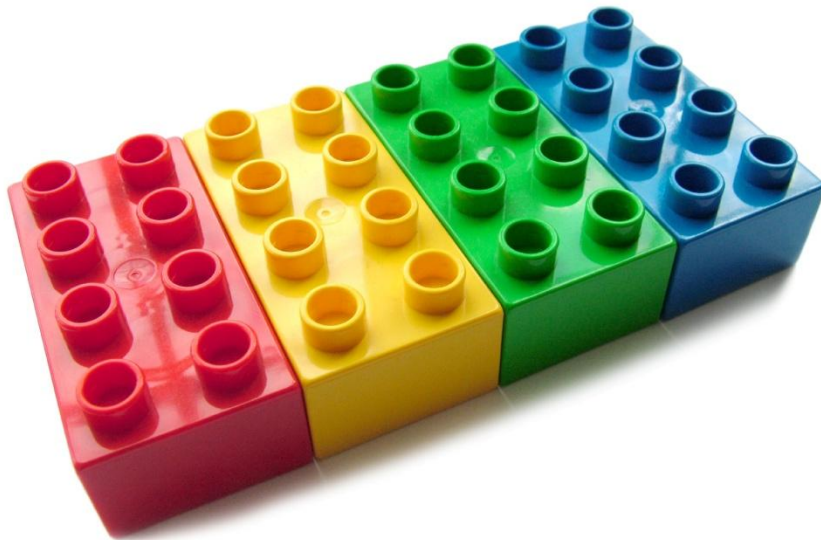
*Yogi Berra*

# The Secret



*Modified after Jim Cathcart*

# Super 7 Response



- 1. Mission**
- 2. Vision**
- 3. Strategy**
- 4. Alignment**
- 5. Marketing**
- 6. Operations**
- 7. People**

# Parting Thought



**“Whether you think you can,  
or think you can’t ...you’re right.”**

*Henry Ford*



# Thank You!



*Helping organizations and leaders to achieve  
extraordinary outcomes in business and life.*

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