



USC APBO

08 April 2013

Ronald A. Altoon, FAIA - Building a Global Practice

ALTOON
PARTNERS



ALTOON
PARTNERS



- **FOUNDED IN 1984**
- **CURRENT GLOBAL STAFF OF +/-50 PROFESSIONALS**
- **GLOBAL REPUTATION FOR RETAIL BASED MIXED-USE PROJECTS**
- **PROJECTS DESIGNED IN 43 COUNTRIES**
- **PROJECTS - CONSTRUCTED VALUE OF \$11B (IN YESTERDAY'S \$\$\$)**



LEADERS IN MIXED-USE INNOVATION

- **MAJOR DEVELOPMENT CLIENTS:** Simon Property Group, Taubman, Forest City, General Growth Properties, Westfield, Opus, Howard Hughes Corporation, The Rouse Company, Equitable Real Estate, Prudential Real Estate, Shea Properties, Outrigger Hotels, Ivanhoe Cambridge, InterOil, Fenix Development, AIG Lincoln Properties, Corio, ING, Lend Lease, AMP, PT Mulia, Central Pattana, Ayala, Shimao, Walsin, Loncin, UCLA, USCB, USC, SWU
- More than **75 DESIGN AWARDS** including 20 ICSC International Design & Development Awards
- Have been the subject of **SEVEN BOOKS** and a myriad of periodicals on retail-office-hotel-residential mixed use and Transportation Oriented Development



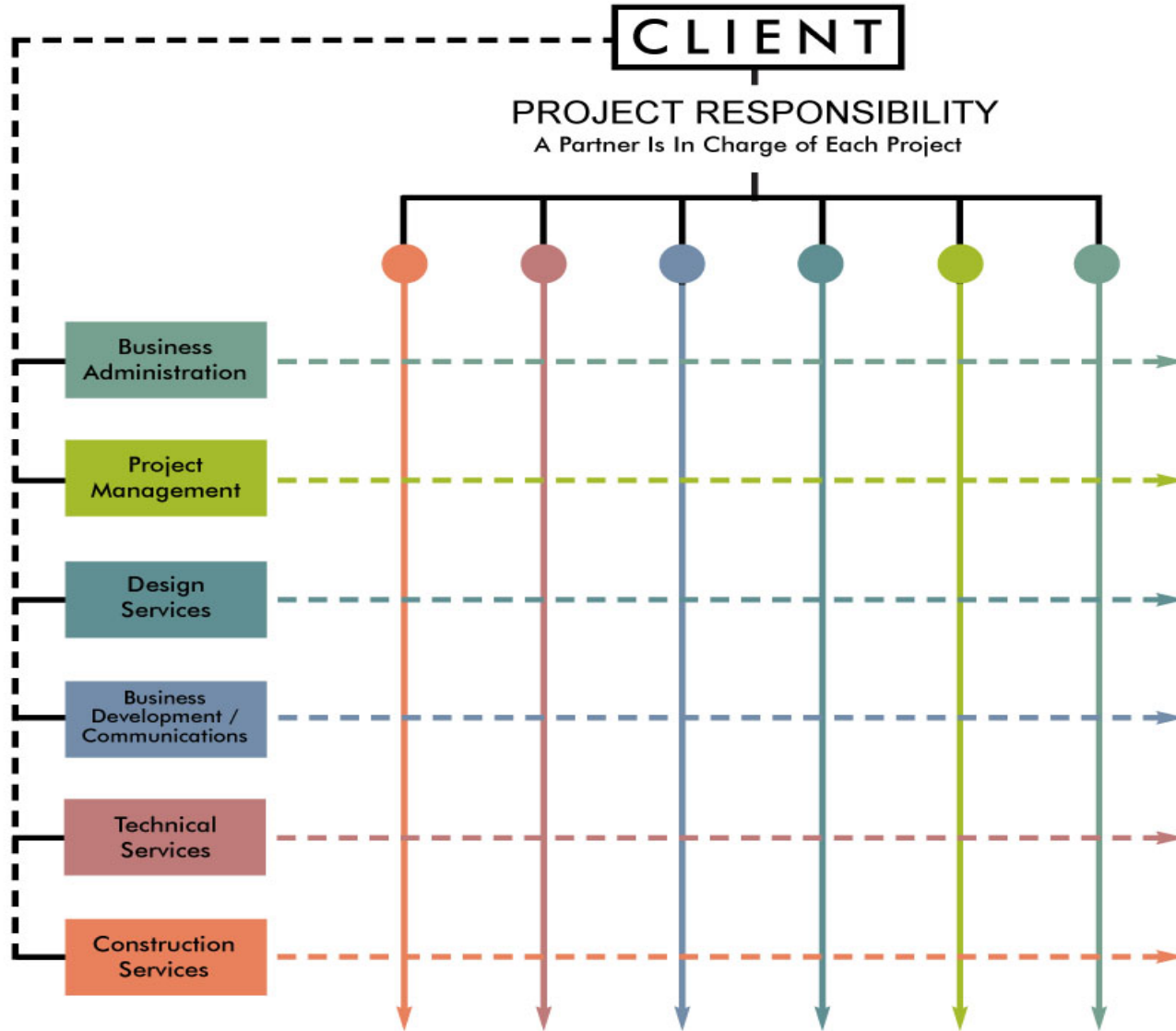
SCOPE OF SERVICES

- MASTER PLANNING
- URBAN DESIGN
- PROGRAMMING
- ARCHITECTURE
- INTERIOR ARCHITECTURE
- GRAPHIC DESIGN
- CONSULTING

ALTOON PARTNERS, LLP

- Vitruvius: *The Ten Books on Architecture*, 1st C. BC
 - **Firmness** = **Practice Administration**
Project Management
 - **Commodity** = **Technical Documents**
Construction Administration
 - **Delight** = **Design**
Outreach and
Communications

PARTNERSHIP RESPONSIBILITY
A Partner Is In Charge of Each Discipline



ALTOON PARTNERS, LLP

- Founded in **1984** – 28 Years (and counting)
- Staff of 32-82: Today **50** (on a very wet day, but growing)
- Global Reputation for Retail Based Mixed-Use Projects
- Offices in **LAX/AMS/SHA/BRU**; Entities in/HK/MOS
- Commissions and Projects in **43** Foreign Countries
- Constructed **\$11B** (in yesterday' s \$\$\$)

So, Why DID we Venture Overseas?

- Great domestic client base, project, staff partners
- But, sinking in the Recession of 1990-1991
- Interest in Foreign Cultures
- Desire to have an International Practice
- Confidence in the Strength of our Core Competencies
- Commitment to our Core Values
- Belief that for us Anything was Possible
- But, Truthfully,.....it was.....a.....

Seven Year Itch



How we Got Started

Introduction/Preparations

- An Employee Contact Offshore
- Research, Research, Research
- World Bank
- US Department of Commerce
- AIA International Committee
- Travel Agent
- Multiple Inoculations

First:

Assess Costs/Opportunities/Risks

- Assess Relative Internal Competencies
- Consider Cultural Impact on Staffing/Firm
- Review Impact on Managing Existing Workload
- Evaluate US Clients' Reactions
- Evaluate US Clients' Prospects
- Understand Full Impact on Personal Life
- Understand Full Impact on Others' Lives

Second:

Assess the Competition (1991)

- SOM (+/-900)
- HOK (+/-1600)
- KPF (+/-500)
- RTKL* (+/-1100)
- Gensler* (+/-2400)
- Jerde* (+/-200)
- Callison* (+/-350)

Third:

Select Target Market Countries

- “Focus on no more than three countries.”
- “You will never collect the last 15%.”
- Turned a Deaf Ear to Sound Advice
- Jumped in with Both Feet and Swam Upstream
(some call that being *Entrepreneurial*)

Fourth:

Leverage our Assets

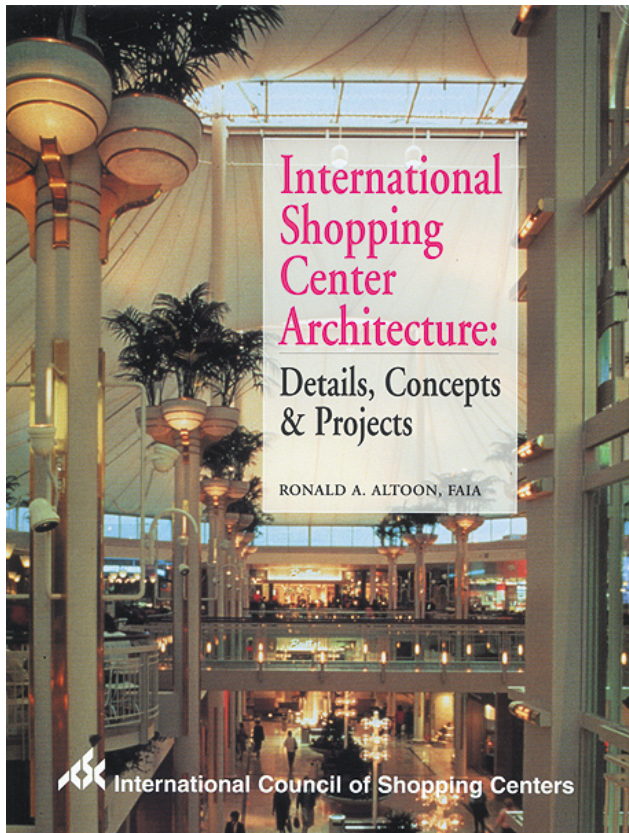
- **National US Reputation** in Retail Center Design (locked in a box)
- **Clients:** Largest, Most Respected US Developers
- **2 ICSC International Design & Development Award Winning Projects** (now **17+3** in Asia), including the **ICSC 2010 Global VIVA!**, the **Best-of-the-Best Global Award**
- **Real Estate Industry Conference Speaker:** ICSC and ULI at international venues

Fourth:

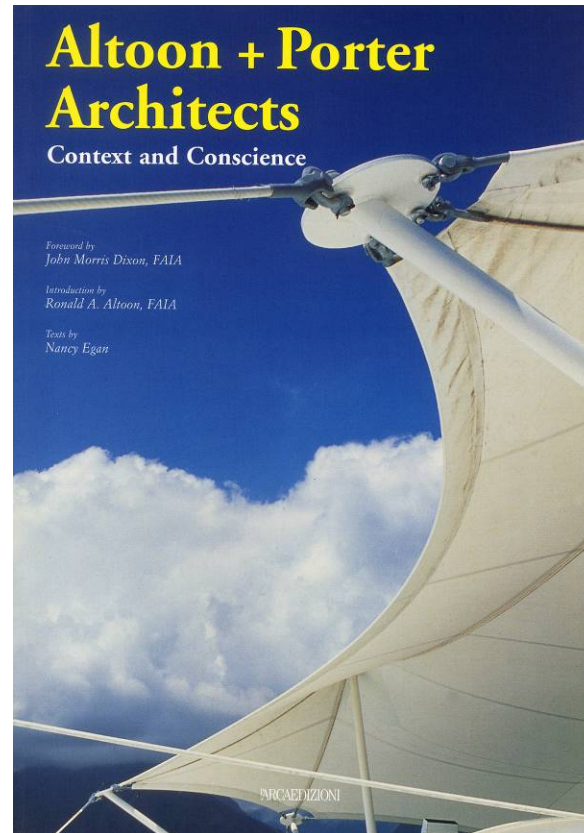
Leverage our Assets

- **ICSC Trustee**
- **Industry Book Author:** *International Shopping Center Architecture (ICSC), Designing the World's Best Retail Centers, 21st Century Retail Centers: Context, Culture & Community (ICSC), RETAIL RESCUE: Visions + Strategies for Repositioning Distressed Retail Properties, and Urban Transformation: Transit Oriented Development and the Sustainable City*

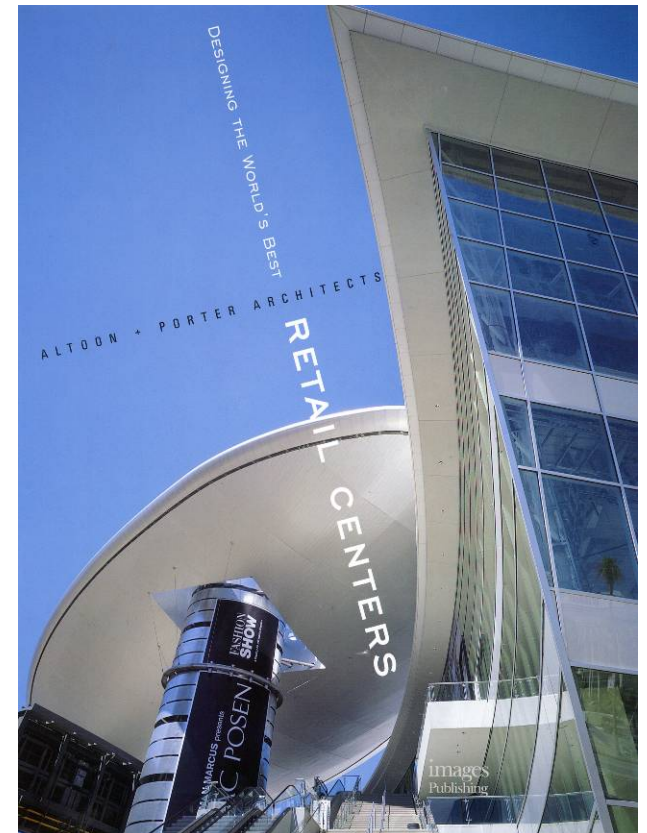
Author



1996



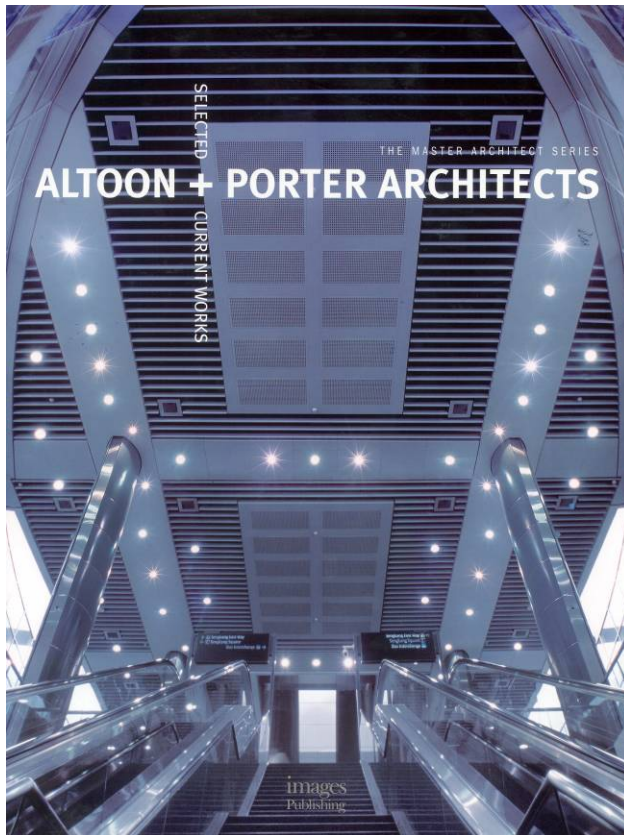
1998



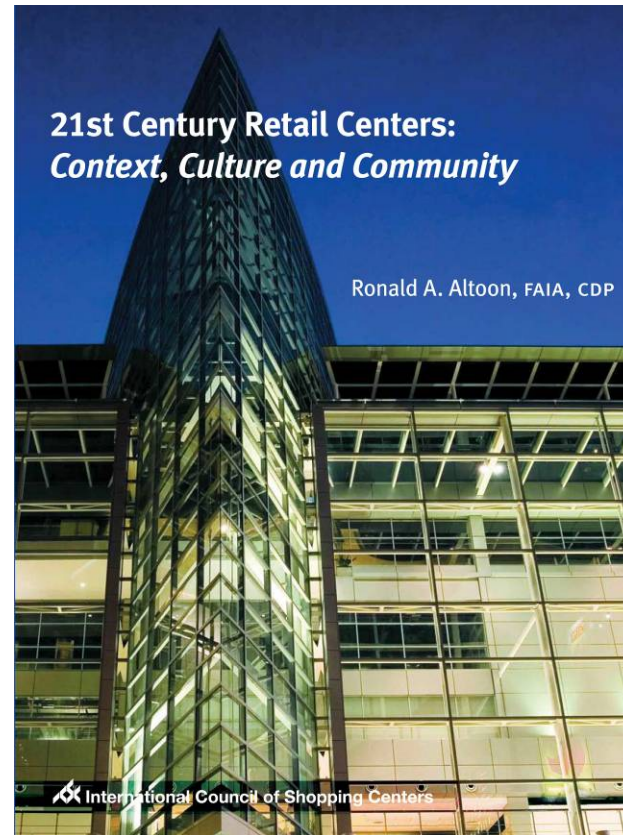
2004

ALTOON
PARTNERS

Author



2006



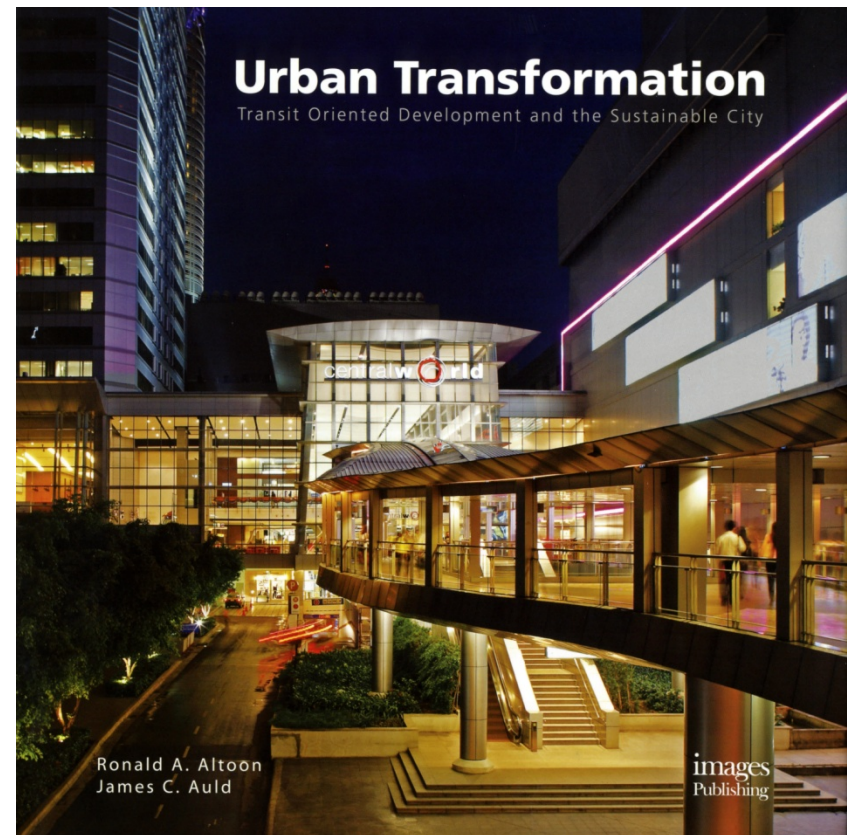
2009

**ALTOON
PARTNERS**

Author



2010



2011

ALTOON
PARTNERS



INTERNATIONAL DESIGN & DEVELOPMENT AWARD WINNING PROJECTS



**LINCOLNWOOD
TOWN CENTER**
1991



**ARDEN
FAIR**
1991



**TOWER
PLACE**
1993



**TRIANGLE
SQUARE**
1994



**THE MALL AT
GREEN HILLS**
1995



**MARKET
SQUARE**
1996



**KA'AHUMANU
CENTER**
1996



**FASHION
VALLEY CENTER**
1999



**SANTA
MARGARITA**
1999



**WARRINGAH
MALL**
2000



**THE GARDENS
ON EL PASEO**
2000



**THE SHOPS AT
MISSION VIEJO**
2001



**BOTANY TOWN
CENTRE**
2003



AL MAMLAKA
2003



**VICTORIA
GARDENS**
2006



**WAIKIKI BEACH
WALK**
2008

**ICSC
ASIA SHOPPING
CENTRE AWARDS
WINNERS**



**BONIFACIO
HIGH STREET**
2008



**CENTRAL
WORLD**
2009



**AYALA CENTER
CEBU**
2010



**VIVA! Award
CENTRAL WORLD**
2010



CentralWorld Mixed-Use
Bangkok, Thailand

2010

AIA International Activities

- **Founder AIA International Committee**
- AIA National Board of Directors, 1992-94
- AIA Vice President, 1995
- AIA 1st VP/President-elect, 1997
- **AIA National President, 1998**
- AIA/ASC, UAR, RAIA Accords on Professionalism
- Hon. JIA, Hon. FRAIC, Hon. FRAIA, Hon. UAR, Hon. FCAM
- **UIA Member of Council, 1999-2005**
- LEED® AP BD+C, SCDP

Fifth:

Find the Right Local Partner

- **Recommendations** from US's Best Professional Services Consultant
- Research and **Interview**
- Determine/Accept **Division of Responsibility**
- Understand **Terms of Engagement**
- Share the Project in **All Phases**
- **Respect** the Local Partner

Sixth:

Create a Solid Practice Framework

- Select Legal and Accounting **Consultants**
- Create Legal **Business/Tax Entity/Banking**
- Confirm **Insurance** Coverage
- Create/Follow **Entry Strategy** (\$\$\$ Limits)
- Confirm/Commit to **Exit Strategy** (\$\$\$ Limits)
- Understand **Business Protocols**
- Determine Travel **Protocols**
- Imbue **Cultural Awareness** in Staff
- Understand you can **Rarely**
- *Receive Legal Justice Abroad*

Seventh:

Cultivate Relentlessly

- Real Estate Organizations
 - ICSC, ICSC Europe, ICSC Asia, MECSC, ABRASCE, SAPOA
 - Conference Speaker
 - Introductions/Networking
- Client Recommendations
 - Return Business
 - References
- Consultant Introductions
- University Programs

AP Amsterdam Office (1997)

- LA Office Landed The Atrium Project in Moscow
 - Client in Los Angeles/Moscow
 - D/B Contractor in Paris
 - One Staff Person/Good Fees
 - Low Rent/Little Risk
- Marketing Existing European Investor Clients
 - US Projects
 - Gaining Regional Experience

AP Amsterdam Office (1997)

- Networking
 - ICSC Europe
 - MIPIM
 - MAPIC
 - ULI Europe
- Refined Office-Office Communications
 - Marketing and Design Support
 - Intern Exchange (apartment and bicycle)

AP Amsterdam Office (1997)

- Grew Client Base
 - France (US Client), Netherlands, UK
 - CIS/Russia/Ukraine (15 Projects)
 - Central/Eastern Europe
 - The Middle East and Turkey
- Refined Offshore/Expatriate Culture
 - Needs/Desires
 - Contextual Analysis

AP Shanghai Office (2007)

- Nesting in Arcasia Office
 - Former L.A. Colleague
 - Shared Professional Values and Culture
 - Staff of 50 On Call
 - Low Rent/Little Risk
- Marketing Projects Together
 - A+P Global Expertise
 - Arcasia Regional Experience

Case Study: Marina City Qingdao

Mixed-Use

- Retail
- Residential
- Recreation
- Entertainment
- Dining
- Civic Space
- Olympic Pride

Case Study: Nanjing 5 Sites

Mixed-Use

- Retail
- Residential
- Office (4)
- Hotel
- Recreation
- Entertainment
- Dining
- Civic Spaces
- 1st Cross-Straits Trade Mart

Case Study: CentralWorld, BKK

Mixed-Use

- Office
- Hotel
- Convention Center
- Retail
- Entertainment
- Dining
- Civic Space
- Transit Linkage

Offshore Ground Rules: AP Terms of Engagement

- **Never** Fall in Love
- **Always** Get Paid in Advance
- **Deliver** on Time
- **Exceed** Client Expectation
- **Always Provide 110%**

Offshore Ground Rules: AP Terms of Engagement

- Begin with **Contextual** Immersion
- Enjoy **Cultural** Immersion
- Demand **Culinary** Immersion
- Consider the Project **Your Own Investment**
- Become **Essential**
- Build **Trust**

Offshore Ground Rules: AP Terms of Engagement

- Think **Global, Act Local**
 - **Bring** our Experience, Expertise, Knowledge
 - But, **Adapt** to Local Conditions
 - **Abandon US Process**
 - **Trust Intuition**
- **Work Without a Net**
- **Add Value**

SUMMARY:

Lessons Learned / Do's and Don'ts

Don't:

- Bring **Preconceptions** or Biases
- Be Arrogant or **Disrespectful**
- Ever **Fall in Love**
- Ever Forget your **Terms of Engagement**
- **Undervalue your Contribution**
- **Underestimate your Competition**
- Loose your **Focus**
- Compromise your **Core Values**

SUMMARY:

Lessons Learned / Do's and Don'ts

Do:

- Bring **Respect for the Culture**
- Appreciate the **Visible and Invisible Context**
- Be **Professional**
- Be **Patient and Flexible**
- **Think Globally, Act Locally**
- Bring **Value**
- Bring **Vision**
- Build **Community**
- Embrace the **Adventure**

SUMMARY:

Benefits / Liabilities

- 24 Hour Work Day



SUMMARY:

Benefits / Liabilities (cont.)

- **Expand Building Type Experience**
 - Mixed-use
 - Residential
 - Transit
 - Transit Related
 - Office
 - Hotel
 - Conference

SUMMARY:

Benefits / Liabilities (cont.)

- **Expand Practice Experience**
 - Attract Better Staff, Sustain Existing Staff
 - Travel Opportunities for Young Professionals
 - Previously Unattainable Domestic Markets
 - Export to Emerging Geographic Markets
 - Russia/CIS
 - Central/Eastern Europe
 - Latin America
 - Middle East
 - Asia/Pacific

SUMMARY:

Entrepreneurial Results

- **Survived Recessions of '90-'91, '01-'02, '08-'11**
- **Have Flexible Staff and Contract Employees**
- **Achieved Portfolio Growth: Mixed-Use, Transit, Residential, Office**
- **Offices in LAX, AMS, SHA, BRU, HK, MOS**
- **Commissions in 43 Foreign Countries**
- **Constructed \$11 Billion in Yesterday's Dollars**
- **Winners of 20 International Design Awards and 75 Awards overall**

SUMMARY:

ALTOON PARTNERS Core Values

- Integrity
- Dignity
- Competency
- Honor
- Trust
- Respect
- Fairness
- Collegiality
- Curiosity
- Responsibility
- Accountability
- Professionalism
- Judgment
- Leadership
- Legacy
- Service
- Education
- Art

Parting Thoughts

*Working abroad, rely not on your experience with ingrained bias. No, when logic fails you, and it surely will in other cultures, **navigate through intuition.***

Just trust your gut.

Parting Thoughts

*Working abroad can be your **ultimate entrepreneurial experience**—need, desire, opportunity, risk, exhilaration—all at a mega scale.*

What's not to like?

Parting Thoughts

In circus terms, the entrepreneurial bug in you thrives abroad if you like...

working without a net.

Gracias, Merci, Domo Arigato,
Tak, Xie Xie, Doh Jeh, Terima,
Kasih Banyak, Terima Kasih,
Kabkoon Krup, Shanor Hygalem,
Salamat, Dank U Well, Kam Sa
Hamnida, Spaciba, Mahalo

Thank You



ALTOON
PARTNERS

ALTOON
PARTNERS

ALTOON
PARTNERS