

ORANGE COUNTY

How Design Firms' Strategies Are Changing

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IRVINE, CA—Many firms have become increasing global and team members and clients more and more geographically dispersed, which presents freedom and mobility as well as challenges, Ware Malcomb's Ruth Brajevich tells GlobeSt.com.



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IRVINE, CA—Many design firms have become increasing **global** and team members and clients more and more geographically dispersed, which presents freedom and mobility as well as challenges, **Ware Malcomb's Ruth Brajevich** tells GlobeSt.com. The firm recently promoted Brajevich from chief marketing officer to VP, strategic initiatives. We spoke with Brajevich about her new role and how design firms' **strategies** are changing.

GlobeSt.com: What are your goals in your new role with Ware Malcomb?

Brajevich: My goal is to look strategically at our organization as we continue to grow, and initiate and lead the adoption of programs that advance our strategic business objectives. Examples of some of these initiatives include annual strategic planning, leadership development, WM 4.0 Continuous Improvement and WM Mentoring. I will continue to lead and refine our overall strategy for marketing, public relations and people/culture initiatives.

GlobeSt.com: How have strategic initiatives for companies like Ware Malcomb changed over time?

Brajevich: Ware Malcomb, like other firms, has become increasingly global and our team members and clients are more and more geographically dispersed. While **technology** and the ability to "work anywhere" have given us great freedom and mobility, it has also created challenges. Strategic initiatives must be thoughtfully planned and have a wholistic, flexible design to achieve organizational objectives. For example, how will an initiative work in a satellite office versus a regional office? For a local client versus an international client? Excellent communication and buy-in are important for the successful launch and adoption of new initiatives.

GlobeSt.com: How do you see design firms' strategies changing in the future?

Brajevich: Change is increasingly accelerated, and the firms that are the most innovative and adaptable will win the day. Design-firm strategies must be both proactive in design and responsive to new and emerging challenges. Being able to switch gears quickly is key. This encompasses all aspects of the business including design, technology, operations, client service, branding, people, etc.

Ware Malcomb's continuous improvement program, WM 4.0, engages all of our team members in sharing their ideas to improve and innovate within our organization.

GlobeSt.com: What else should our readers know about CRE design firms?

Brajevich: Even from our firm's early years, we have been focused on understanding the different aspects of the real estate transaction and how what we design impacts our client's bottom line. Today, we continue to focus on delivering design that creates long-term real estate value for our clients.



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