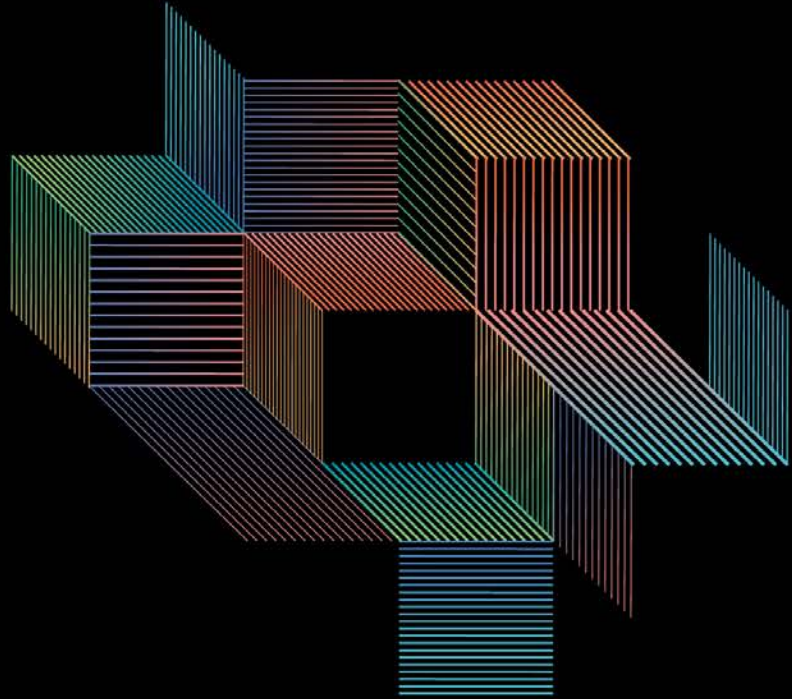




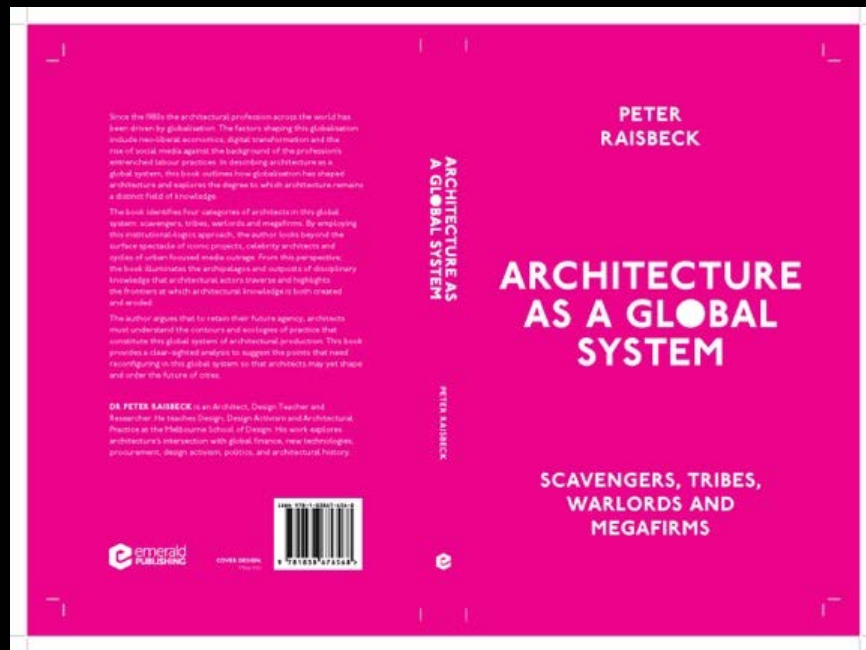
Melbourne  
School of Design

# Architecture as a Global System Post Pandemic

Dr. Peter Raisbeck  
[twitter@peterraisbeck](https://twitter.com/peterraisbeck)



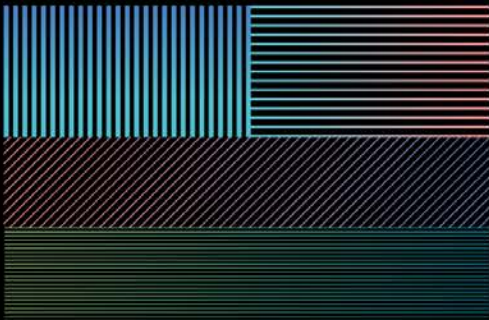
# Architecture as a global system





## Post Pandemic

- Practice Models
- Strategy Post Pandemic
- Institutional Logics Framework
  - Professional norms, practices and ecosystems of knowledge.
  - Knowledge Production

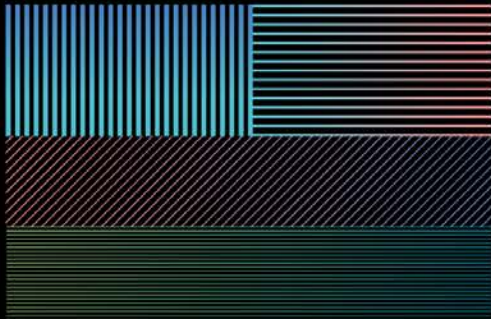




# Institutional Logics

## Scavengers:

- Scavenger firms are driven by a survivalist mentality
- As gleaners, or scavengers, these architects survive by finding, gathering together, and utilising piecemeal resources of knowledge.
- Agnes Varda film “The Gleaners”

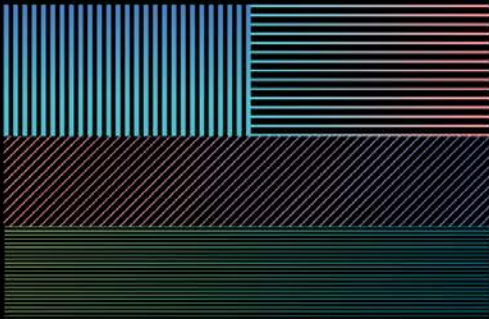




## Scavengers

### Global Scavenger Demographics

- » 77.3% had 1 to 9 staff (Scavengers)
- » Range of 65-80% across the globe
- » Scant Data collected at any level



*Raisbeck (2019) The Contribution of Architectural Services. Global Construction Data edited by Stephen Gruneberg. Routledge 2019.*



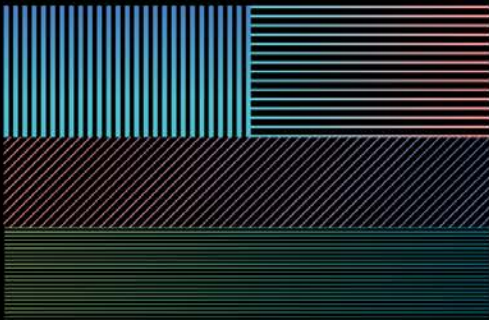
# Scavengers

## Scavenger architects and conflict:

- Price competition
- Long lead times to gain sustainable revenue.

## Labor practices related to:

- Underpayment relative to education
- Long working hours
- Issues of diversity within the industry
- Labour structure: Precarious employment

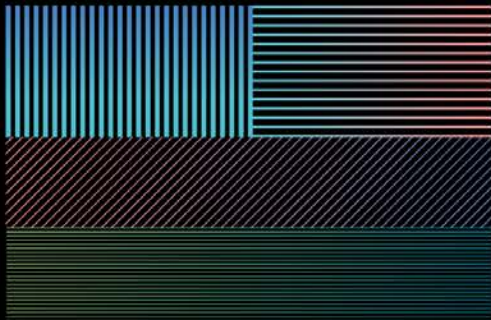




# Scavengers

## Problems

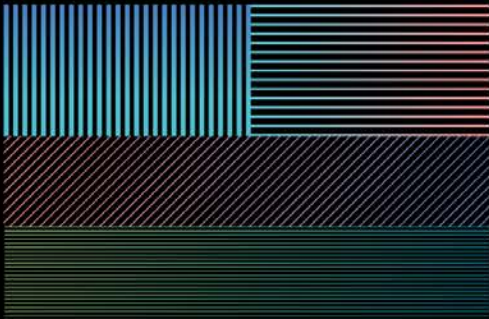
- Culture of secrecy; private firms and notions of competitiveness.
- Basic Industry Structure is opaque
- Revenues and Profit margins (?)
- Benchmarking is difficult
- No reflexive mechanisms to ascertain Industry competitiveness





## Post Pandemic

- Many Unknown's: Wipe Out ?
- Firm vs Personal Finances: How integrated?
- Profit Margins ?
- Resilient Revenues
- **Strategy: Become a Diverse Tribe**



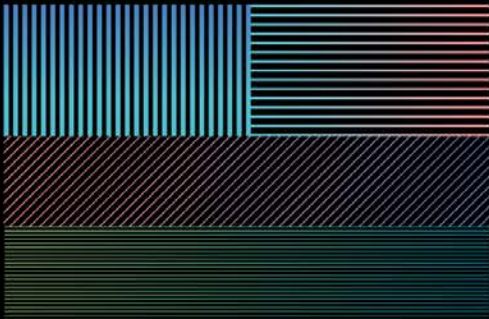




## Institutional Logics

### Tribes:

- These firms are focussed on their networks and generally bottom up in the way that they create design knowledge.
- They are collaborative and community oriented.



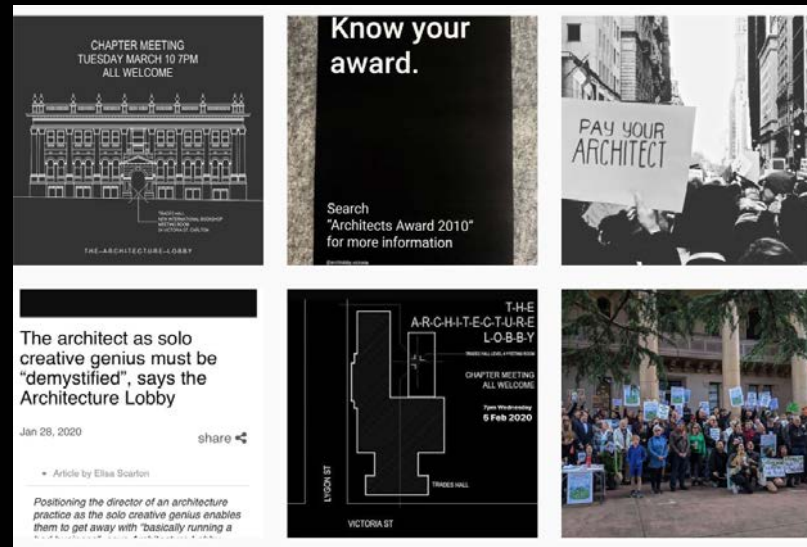
# Tribes

## Collective Practice

- Assemble (UK)

## Collective Advocacy

- AIA
- The Architects Lobby
- Architects Declare
- Parlour
- ACA

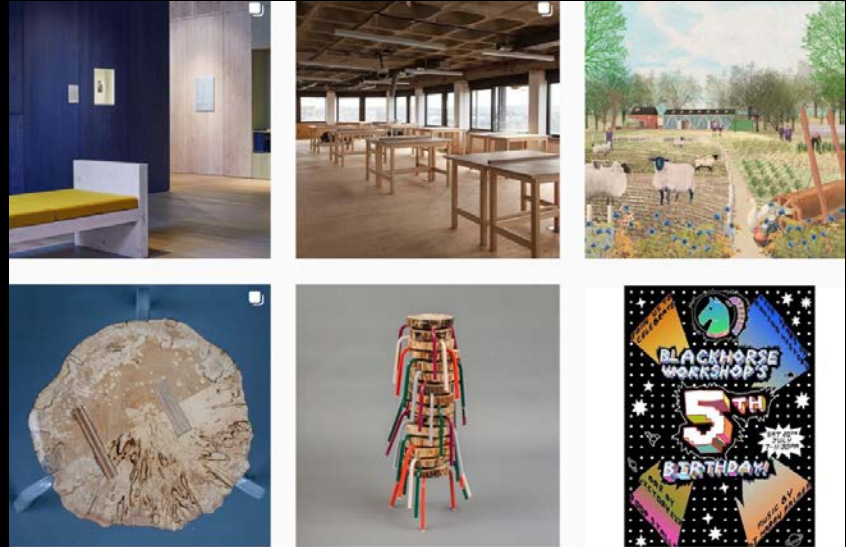


# Tribes



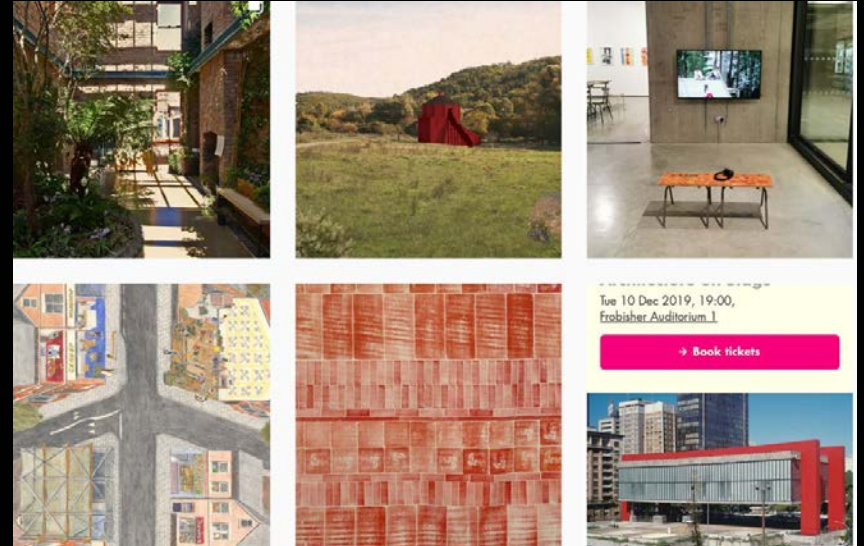
## Assemble

- The group's knowledge base includes architecture, art, design, and construction and philosophy.
- Assemble aims 'democratise' architecture and to 'activate overlooked spaces' through 'community focused' programmes.



# Tribes

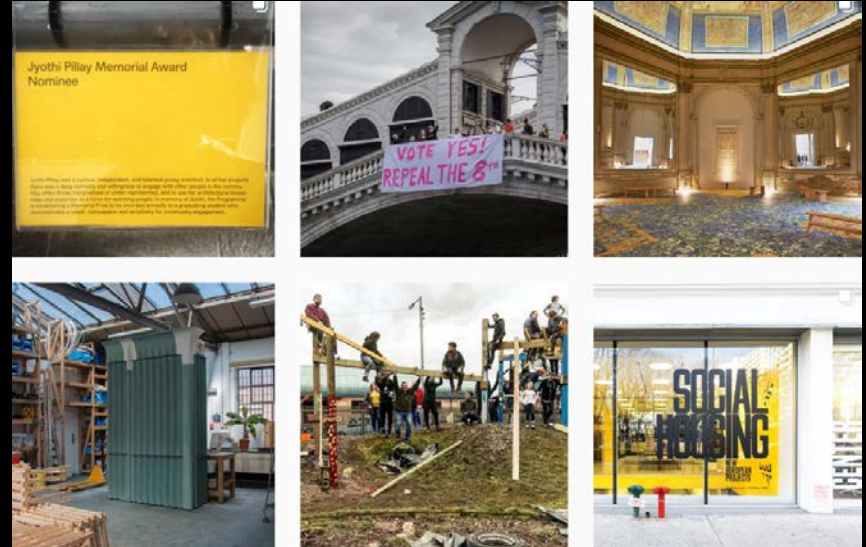
- Wu-Tang hip-hop collective, where all the individuals within Wu-Tang could remain self-employed.
- In the Assemble model, everyone works as a kind of freelancer.
- Decision making is governed by a model where different roles are split between HR, facilities, and finance.





# Tribes

➤ Capital flows through Assemble are via a financial model where 50% of any money that comes in goes to the collective and then 50% goes to the project team. system?



# Tribes



Assemble themselves state that their internal discourse focusses on recurrent questions:

- Is this the right system?
- Who are we?



# Post Pandemic



- Rise in Tribes
- New business models of Practice
- Community and Activist orientated

**Strategy: Governance and Inclusive  
Decision-Making**

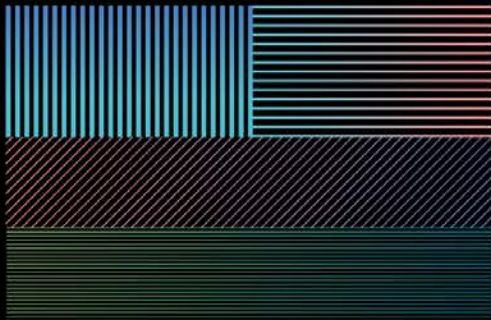




# Institutional Logics

## Warlords:

- These are exemplified by the so-called star architects.
- They dominate national and global systems.
- These firms create a knowledge ecosystem around themselves that is dominated by a single style, aesthetic, ideology, or person.
- Legacy in the canon of architecture.

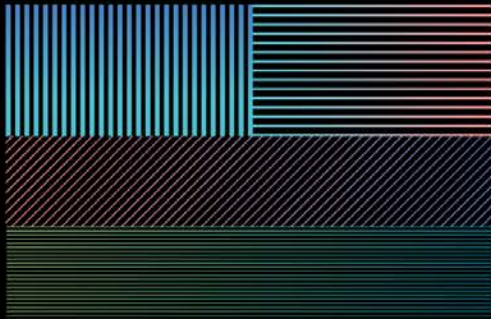






## Warlords

- Warlord = Virtuous celebrity chef who reinforces, shapes, and constitutes a global system of image practices. (Parasecoli, 2016)
- Ethnographic study of Snohetta, the warlord is theorised as a “shaman” and a magician.



*Parasecoli, F. (2016). Starred cosmopolitanism: Celebrity chefs, documentaries, and the circulation of global desire. Semiotica (211), 315–339.*

# Warlords

## The 2017 Dezeen Hot List

1. Ikea
2. Muji
3. Peter Zumthor
4. Bjarke Ingels
5. Donald Trump
6. John Pawson
7. Zaha Hadid Architects
8. Tadao Ando
9. Norman Foster
10. Apple
11. Koolhaas had slipped from 11 to 16

» *“the digitisation of architectural discourse and the lack of transparency regarding data analytics when it comes to large content producers such as Dezeen.”*



# Warlords



tinder  
*It's a Match!*



Send Message

sssscavvvv • Follow

oh\_chatou @elvisbranchini  
1w Reply

leao\_leao\_leyo "Yes is more " Neoliberalism ultimately becomes "I'm a whore" for Fascism.  
1w 1 like Reply

tylerohnmeis @sssscavvvv can you talk more about why this sucks? Asking bc I agree with you, but am having trouble squaring the circle of "architecture isn't political" and "this architect sucks because of politics".  
1w 2 likes Reply

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## Warlords



## Post Pandemic

- Rethink who architects appoint as their shamans.
- A dying breed as historical canon is questioned ?
- Revenues Squeezed between Tribes and Megafirms.

**Strategy: Adopt New forms of Advocacy  
and Embrace Diversity**

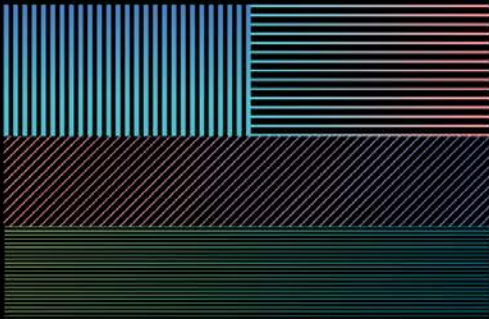




# Institutional Logics

## Megafirms:

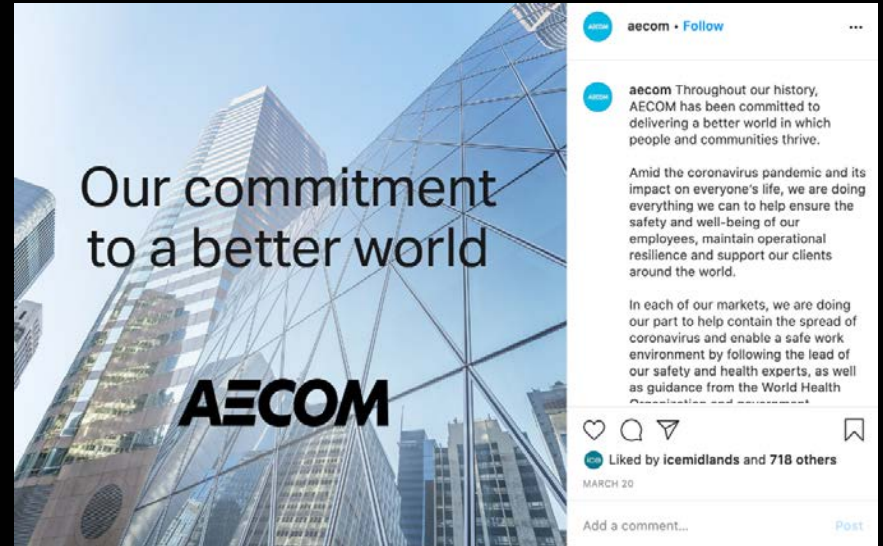
- These are large multidisciplinary networked firms that work within the global system and often across borders.
- In these firms, architectural design and integrating knowledge through systems and governance are key operational tasks.
- These firms create highly specialised design knowledge and integrate this knowledge into their systems.





# Megafirms

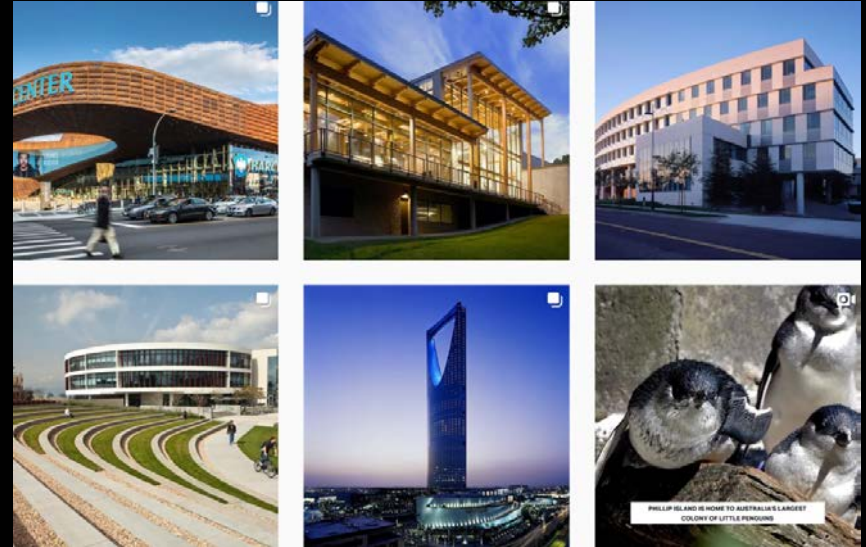
- Primary aim is new markets and revenue segments.
- Scale



# Megafirms

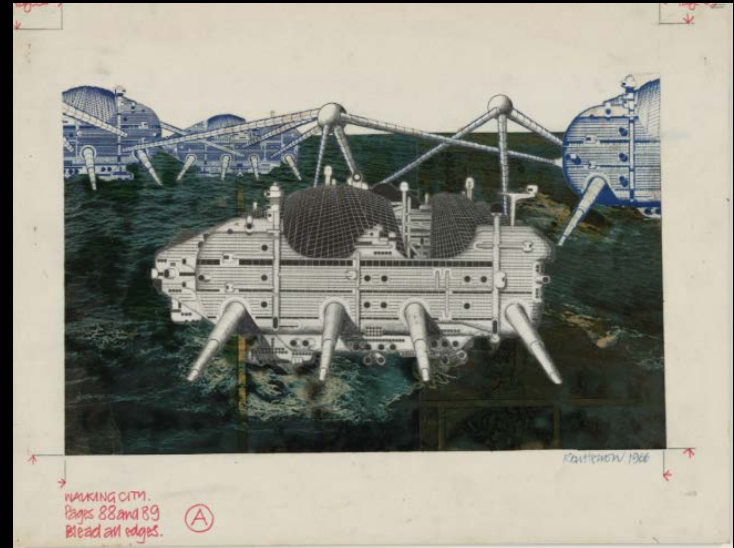
» AECOM (2019), is couched in terms of integration and words that evoke images of a balanced and integrated future:

“We believe passionately that those cities that are positioned to excel in this time of global change are pursuing broad, integrated strategies to tap hidden value, celebrate ecology and culture, attract people and investment and overcome financial and operational inefficiencies to define success.”



# Megafirms

- Megafirms as Herron's Walking City.
- Megafirms are fascinated by the future, and the idea of the entrepreneurial future.
- For the megafirm, these futures can be based on geographies, new building types, technologies, and new modes of knowledge.



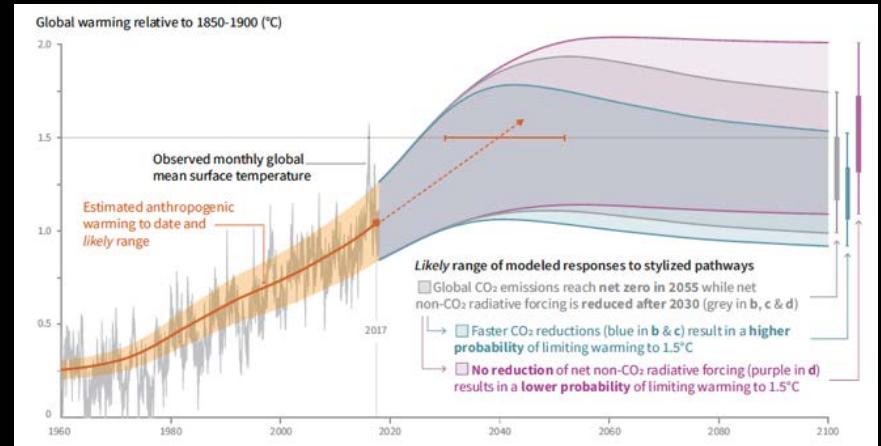


# Megafirms



## Post Pandemic

- Will Survive: Hit to Revenues.
- BAU or address the real future?
- May go downstream (Bad for Warlords)?
- Mega-Firms already jockeying around future “post-pandemic” cities?
- **Strategy: More like tribes. Defragmentation and Degrowth?**

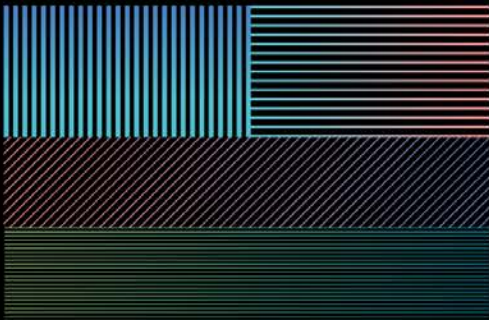


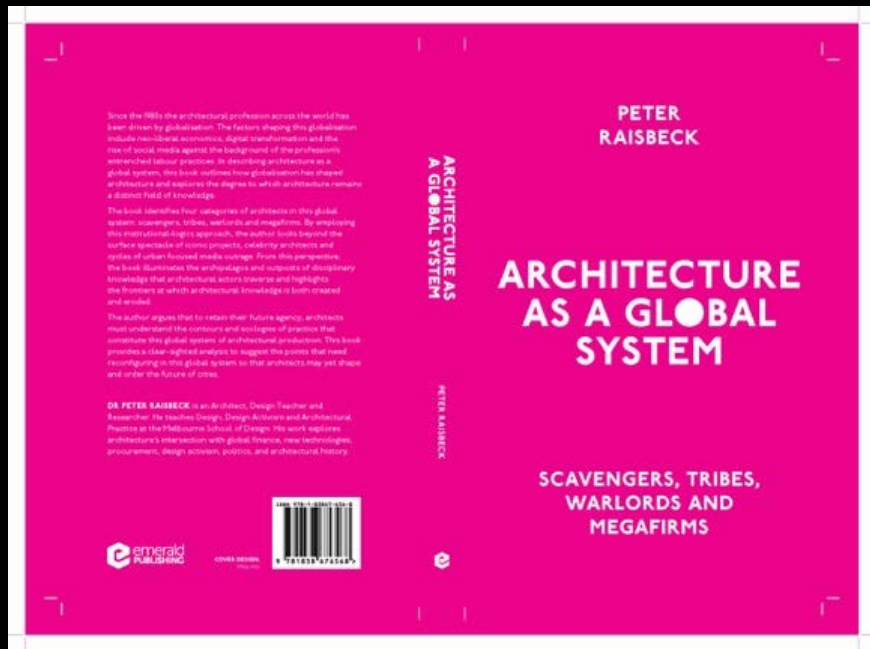
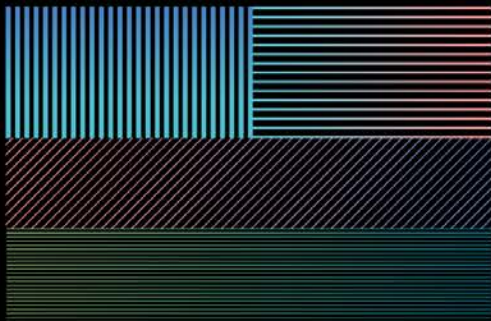
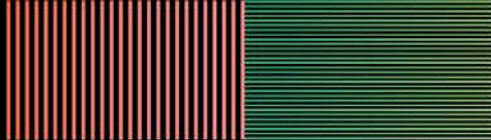


Post Pandemic

## Reflection:

- Time for Rethinking Strategy
- New Business Models
- Less Bounded Business Models
- Knowledge Management is Critical
- Intentional Governance of Decision Making
- Repositioning & Rebranding for Increased Agency







**ROBIN BOYD  
LATE WORKS**



**PETER RAISBECK  
CHRISTINE PHILLIPS**

