



Nasher Sculpture Center model  
Photographer: Tom Jenkins

## Marketing Perspectives: The Nasher Sculpture Center

The September DFW SMPS luncheon featured a presentation on the Nasher Sculpture Center, currently under construction in the downtown Dallas Arts District. Owner's Representative Vel Hawes presented an informative presentation describing the construction details of this \$60 million custom project.

Nasher Sculpture Center is unique in that it is a wholly privately funded project, and it will house the most expansive modern sculpture collection in the world in private hands. While marketers in the A/E/C industry are challenged with the task of tailoring their marketing materials to meet the needs of clients who range from "design oriented" architects to "just the facts" contractors, the Nasher marketing team is challenged with marketing the multi-faceted Sculpture Center to a multitude of sectors, including landscaping aficionados, architecture  
*Marketing Perspectives continued on page 2*



## Sales Moves:

### A Tune You Can Listen To A Message You Can Hear

It's a long way from Charlotte to Warsaw. 8.5 hours, and that just gets me to Frankfurt. A little screaming kid forced me to break out my earphones. It will drain my laptop battery faster, and on this ancient (OK, old) US Airways plane, there are no computer outlets. That's for a \$3,500 envoy class ticket. Hell, for that money, they could pass out batteries. (They would taste better than the food -- but that's another story.)

I began listening to my music while I worked on my seminar.

I have more than 1400 songs stored on my Macintosh in iTunes (the music player). Every tune is one of my favorites. Everything from Broadway songs like Sit Down You're Rocking the Boat, from Guys and Dolls, to David Bowie wailing Watch That Man. Everything from 1940's torch songs to Iggy Pop's Lust for Life. And of course, the music I grew up with. Fifties Doo-Wop. The Dubs, Little Richard, The Five Satins, and on into the night.

Today I started with Leonard Cohen. A 1960's legendary folk/rock lyricist of the first order. Anthems like, Hey, That's No Way To Say Goodbye, and Suzanne. If you've never heard them, you're missing an important lesson in sales. No, not the tunes, the message. Well, the way the message is sung. And listened to.

It was a lesson about how to get others to listen to you.

FACTOID: EVERY sales team I visit, EVERY salesperson I speak to, laments that his or her listening skills are below par. Big deal. Wanna learn to listen better? Two words: take notes. A bigger question is: How do you get people to listen to you?

Here's the million-dollar question: Why do we listen so well to music, and not each other?

*Sales Moves continued on page 4*

## Marketing Perspectives: Nasher - Continued From Cover

lovers, collectors of modern art and the general public.

Adrienne Longenecker, of Turner Engineers, Inc., and Lisa Hagen, of Curtain Wall Design and Consulting, Inc., met with Krista Farber, Director of Marketing and Development for the Nasher Sculpture Center, to find out how this unique project will be marketed to the City of Dallas, and art lovers across the globe.

SMPS: At what point did Nasher bring in a marketing director and what does your job description entail?

Farber: Although Mr. Nasher is privately funding the construction of the Sculpture Center, once the doors open the Center will need to bring in its own revenue to cover maintenance expenses. I was brought on board to develop two different programs to address our need to earn revenue through a general admission price and a custom membership program.

In the past year, I have divided most of my time between developing a membership and sponsorship program to be targeted towards people who support the art community and creating a public relations campaign to inform and educate the general public on the unique nature of this sculpture garden.

SMPS: Who are you marketing to?

Farber: We have several different target markets. We have hired a research agency to help us prioritize, and we have identified three key groups.

The first is the national and international group of art and architecture connoisseurs; the people who have been following Ray Nasher's collection for a long time. To target this group, we sent out national and international press releases announcing the opening date. Since that time, we have been contacted by every major art journal in the world. This is a very targeted segment.



Nasher Sculpture Center model: Corner view as seen from Flora and Olive Streets. Photographer: Tom Jenkins

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*“The education process has been a lot more difficult than I imagined.”*

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The second group is made up of art collectors, museum professionals and Ray Nasher's friends, who live outside of the state of Texas. We addressed this group through a series of “International Letters” which are sent out every four months, and are written by Mr. Nasher. These letters are a progress report of the construction process. In the first mailing we sent out 400 letters and received 40 letters back in response. This is a great return rate.

The third group is the Dallas community. The Dallas community has been further broken down into two targeted segments which consist of art patrons, those who are members of the DMA or are involved with the performing arts; and citizens interested in art, those who are not art patrons yet, but have a definite interest in the arts.

We are also aware that there are many niche interest groups, like architecture buffs who will be interested in the custom design features of the building itself. We are still trying to figure out how to reach those niche groups.

SMPS: What marketing tools are you using to target these groups?



Nasher Sculpture Center model: Corner view as seen from Harwood and Woodall Rodgers. Photographer: Tom Jenkins

and how do you place them? Are you on a set schedule, or do you wait for something newsworthy to happen?

Farber: We write all of our press releases inhouse and then use a local PR firm to place our releases on a regional level. We have hired a PR firm in New York City who specializes in museums and cultural institutions to place our releases nationally and internationally.

Construction delays have made it difficult to stick to a strict schedule for releasing press releases, so we have learned to wait until an event is happening or just getting ready to happen. Over the past year, our marketing has been more reactive, than proactive. However, as we move closer to an opening date, our marketing goals have become easier to realize.

Farber: We have gotten a lot of press in the Dallas Morning News, and some local TV and radio coverage, but many Dallas residents still have no idea what the Sculpture Center is all about. Many people within the art community do not realize that Mr. Nasher is funding this project entirely himself. The education process has been a lot more difficult than I imagined.

We have incorporated speaking engagements into our daily schedules as well. Mr. Nasher, Steve Nash (NSC director), Vel Hawes and myself speak to several organizations every week.

We are also hoping that trade magazines will be interested in our facility. For instance, we would like to see an architectural magazine run a story on the sunscreens that we hope to patent and the Dallas Business Journal may be interested in the patent angle, as well as, the economic impact the Center will have on the city of Dallas. There are so many angles to our facility, we are constantly brainstorming on what would be interesting to whom.

SMPS: How often do you send out press releases

SMPS: What kind of challenges have you met that you did not expect?

*“You have to be a very flexible marketer when you are marketing around a construction schedule.”*

Farber: A challenging issue that we are currently addressing is the change of the opening date from Spring 2003 to Fall 2003. We have had to rework all of our planning to account for the change in seasons. Originally, we were going to use the holiday season

to gear up for our spring opening. Now we are faced with the question of how do you keep people interested through the summer to be ready to join the membership in the fall? We are considering launching a heavy campaign in the spring, taking a hiatus in the summer and then sending out a second mailer in the fall to remind people of the opening. Fall is such a heavy social calendar, we are trying to figure out how the Nasher opening will fit in. Interestingly, after the Center opens, we will be able to ride on the coattails of the holiday season, and people will continue to be interested through the spring. Conversely, with a spring opening, we would lose many patrons during the summer season and then have to reignite their interest in the fall. It has been a real challenge to consider all of the seemingly small factors that fit into the larger marketing picture. You have to be a very flexible marketer when you are marketing around a construction schedule.



The answer to that is the secret to understanding of what constitutes, “the science of listening.”

The compelling aspect of Leonard Cohen is that he is listen-able because sings a complete song. He makes listening a pleasurable experience. Everyone wants pleasure. “Music to my ears.” You’ve all heard that. Many of you have said it (especially if you’ve rung the cash register -- that’s music).

How pleasurable are you to listen to? What are you whining about when you could be singing? What are you droning on about when you could be making music? Sales music. Service music. Music to profit by.

**FACTOID:** If you play a song once you may like the beat or the hook. You may want to hear it again. If you listen 50 times (or less) and you can sing it. Word-for-word.

I’m playing the music as I write and edit this. I’m bobbing along with the music I know. Singing while I think and write. Pausing to do both. And then one at a time. Occasionally pausing for a memory, or thought of days gone by.

Leonard Cohen has some of the music I grew up with. And I like the memory association. The familiarity. And of course, the sing-along-ability. I listen.

So. What can you do to get others to listen to your sales song? Well, if you listen to the songs I recommend, the answers will be apparent. Here’s what you’ll learn to do:

Make every word understood. The first thing you are stunned with about Leonard Cohen is how clear his words are. How clear are your words?

Tell a story as you deliver the message. Stories have a hook. Facts are boring.

Use great lyric. Word choice is high in the listening hierarchy. Cohen’s words are chosen so carefully. They are spoken and sung at the same time. They rhyme. And them make sense. They’re cool. Way cool.

The music adds to the message. No one listens to a

monotone drone on no matter how important the message. Priests and rabbis spend hours preparing sermons, and their congregants fall asleep in the middle of the message. Whose fault is that? If you make music as you speak, your message gets across.

Add production quality to your words. Words are more attractive if presented in the right manner and atmosphere. Musical words scream “listen!” Consider that your message may not be sung in the proper voice or tune.

Leonard Cohen compels you to listen. What is compelling about your message?

The reason I am so enthralled with Leonard Cohen is that his words are enunciated in a way I’ve never heard. Perfect clarity. And in rhyme that makes the message double clear. Clear words, clear meaning.

### *How pleasurable are you to listen to?*

What can you do to adapt this method to your speaking style? How can you gain a higher “listen to me” factor? Start with your favorite songs. The music that’s familiar to you. Listen to the voice, not just the music. Listen for the tone not just the tune. And listen to how the melody creates the hook for the message to get through.

Then go buy a Leonard Cohen CD. The two I am listening to are “Songs of,” and “More Best of.” Listen to the clarity of the spoken word. He’s speaking and singing at the same time. Do that.

The listening answer is so simple, most overlook it completely. Just say your words as clearly as you can. Use double-clarity in speech AND meaning. And then add melody to your voice. Sing your words.

If your music is cool, others will want to listen, sing along, and buy.

*Free GitBit. Want more stuff about listening? Sure you do. Well, I’ve got a list of rules, ideas, and skill builders on my website. Just go to [www.Gitomer.com](http://www.Gitomer.com) and register if you’re a first time user) and enter LISTEN in the GitBit box.*

*Jeffrey Gitomer, author of The Sales Bible, and Customer Satisfaction is Worthless, Customer Loyalty is Priceless. President of Charlotte-based Buy Gitomer, he gives seminars, runs annual sales meetings, and conducts internet training programs on selling and customer service. He can be reached at 704/333-1112 or e-mail to [salesman@gitomer.com](mailto:salesman@gitomer.com)*

**LOPEZGARCIA GROUP** has recently been selected for a number of projects covering their engineering, surveying and environmental capabilities. These new selections include:

- Civil Engineering Design for the Dallas Center for the Performing Arts, Phase 1
- Brush Control Plan at Kirtland AFB
- Indefinite Delivery Surveying Services for the City of Dallas
- Road Closure Plan for Kirtland AFB
- Indefinite Delivery Cultural Resources Studies for Public Service of New Mexico
- Phase 2 Vegetation Manual for Kirtland AFB
- Cultural Resources Surveys at Camp Gruber, Oklahoma.

**LEO A DALY** has recently completed two projects including the First Command Financial Services Building in Fort Worth, Texas, and the Interior furnishings for the University of Texas Seay Building in Austin, Texas.

**LEO A DALY** has recently been awarded nine Marriott Courtyard renovations across the country for Claris Services Corp.

**Carl Walker, Inc.** teamed with McCarthy in a design/build effort to provide the new 2,500 space parking structure to The Children's Medical Center of Dallas. The first half of a new parking facility, The Children's Pavilion Garage, will open in late November 2002 in order to serve employees and visitors to CMCD. The second half of this garage will open in January 2003. This is one of several new construction projects being delivered to CMCD by Carl Walker, Inc. from 2001 to 2004.

**Paragon Project Resources, Inc.** won its first Prime Consultant contract with the City of El Paso to provide Construction Management services over the next two years. Paragon will be acting as an extension of the City's staff to manage various capital development and maintenance projects, which may include airport, roadway, and municipal infrastructure assignments.

**Turner Engineers, Inc.** with Rick Brown Architects of OKC, LA Fuess, and Halff Associates recently kicked-off the Mercer Hotel Project in Farmers Branch.

**BOKA Powell** was selected to do the massive renovations and adaptive reuse of the former Radio Shack headquarters, also known as The Tandy Center in Fort Worth. The complex, which currently consists of two office towers and an outlet mall with attached parking garage, will be renovated to include a condominium tower, renovated office tower, new retail at the street fronts and a conversion of the existing interior mall areas to parking garage. Critical to the success of this redevelopment is the reconnection of Second Street through the property as well as the creation of retail uses and streetscape that connect with the adjacent Sundance Square Development.

**Paragon Project Resources, Inc.** is providing Dallas Area Rapid Transit Systems design consultant services for the Light Rail System build out Phase II. As a joint venture project with Parsons Transportation Group, Paragon will provide construction management of the Systems Elements including: preliminary design of the traction electrification, train control, communications, fare collection systems, civil system elements, and corrosion control systems for approximately 50 miles of light rail. Work on Phase II began on October 1, 2002 and is estimated for completion in 2010.

**Turner Engineers, Inc.** Oklahoma City (opened in 2001) was recently awarded the first project from the MAPS for Kids grant program. Design of Douglas High School, a new facility, will begin later this year.

**Curtain Wall Design and Consulting, Inc. (CDC)** is providing Kendall/Heaton Associates with design services for the 21-story Pier 1 Headquarters, planned to be built in downtown Fort Worth 2003-2004. CDC design services provided include building envelope conceptual design, specification writing and review of potential bidders. CDC is also providing construction services which include mock-up and shop drawing review, and installation inspection.

**Intertech Design, Inc. (IDI)** has been retained by Linbeck to perform parking design and structural engineering function for the parking structure at the Market Street project at the Woodlands, near Houston. IDI will also study the overall Market Street site for surface parking planning.

# Awards

**CRA Architect's** "It's Not Unusual" Holiday Video was selected as a first place recipient in SMPS' 2002 Marketing Communications Awards Program. The video, which was distributed on CD-rom, won in the Holiday category. Firm members were recognized this summer at the 2002 SMPS National Conference.

Gary Keep, **SHW Group** CEO, was one of 5 finalists for the 2003 Council of Educational Facility Planners International Planner of the Year. CEFPI is the school facility planners' premiere professional association promoting the advancement of school planning.

## New Faces, New Places

The Texas practice of **Perkins & Will**, and Dallas-based **Collins Reisenbichler Architects (CRA)**, announced June 14th, the merger of the two industry leaders forming **Perkins & Will | CRA**. With combined award-winning histories and reputations for exceptional customer service, the merger strengthens one of the largest health care- and education-focused architecture, interior design and planning firms in the nation. More than 85 employees will work from existing offices in Dallas and Houston. Supported by an international presence and more than 11 offices worldwide, the company offers design solutions in the health care, science and technology, education, interiors, corporate/commercial/civic and senior living market sectors.

Heather Pearson, project specialist in **SHW Group's** Communications Department, was recently promoted to Graphic Design Coordinator and will take over all visual communications projects for the firm. These projects include proposal design, brochures, newsletters, advertising and website coordination.



Ashley Noto, Communications Coordinator at **SHW Group**, recently returned from maternity after her beautiful daughter, Lauren Paige Noto, was born on July 19. Lauren Paige Noto was born weighing 3lbs. 12 ozs at Presbyterian Hospital of Dallas.

Dianne Rudenick recently moved to **BOKA Powell**.

Chad Becker was recently promoted to Marketing Department Manager of **Kimley-Horn's** Central Region, which is headquartered in Dallas.

**LEO A DALY** announces the appointment of John Kraskiewicz as the new Director of Operations of the Dallas office.

## SMPS Notes

Visit the DFW SMPS website at [www.smps-dfw.org](http://www.smps-dfw.org) to view a program schedule and to register and pay for upcoming events.

Visit the national SMPS website at [www.smps.org](http://www.smps.org) for SMPS membership registration information and to sign up for the SMPS Listserve.

To contribute to the DFW SMPS Newsletter or Braggin' Writes, please send information to Lisa Hagen at [lhagen@cdc-usa.com](mailto:lhagen@cdc-usa.com)

## About the Editor



Lisa Hagen is part of the Marketing Communications / Business Development team at Curtain Wall Design and Consulting, Inc. CDC provides design and consulting services to owners, architects and contractors including drafting and production services, systems and materials selection, specifications, mock-up testing, site observation and field water testing, new systems design and research and development of wall systems. [www.cdc-usa.com](http://www.cdc-usa.com)