A
A. M. Best, 415
ABT (Allied Board of Trade), 410–411
Accessibility:
barrier-free design, 9
universal design, 28
Accountants:
as consultants, 112, 114–116, 119, 121
new-business feedback from, 37
Accounting software, 365–367, 369–380
Accounts payable, 364–383
bill-paying procedures, 381
cash discounts, 381, 382
establishing credit, 367–368
negotiating credit terms, 368
petty cash, 382–383
software for, 365–367, 369–380
staff monthly expenses, 383–385
Accounts receivable, 63, 359–364
Accounts receivable turnover, 388–389
Accredited interior design programs, by
location, 469–497
ACH (automatic clearinghouse) transactions, 396–397
Acid-test ratio, 388
Acoustic design, 7
Action plan, 34
Adaptive reuse, 7–8
Addiction to design, 3
Adjusted net worth, 44
Administrative assistants, 93
Administrative headquarters design, 8
Administrative structure, in business plan, 62
Advertising, 154–160
choosing publications for, 155
design of ads, 155–156
keys to, 155
photographs in, 156–160
video in, 160
of yourself, 145–146
Advertising agencies, 155, 156
Advertising consultants, 128
Advisors:
board of, 438
insurance, 37–38, 415
when starting a business, 37–38
Agent, interior designer as, 3–4, 189
Age of accounts receivable, 388–389
Agreements. See also Letters of agreement
buy-sell, 50–51
with contractors, 307
noncompete, 102
shareholder’s, 48
AIA contracts, 196
AIA Document B171 ID, 447–463
Airplane design, 8
Alabama, accredited design programs in, 469–470
Allied Board of Trade (ABT), 410–411
American Collector’s Association, 408
American Society of Interior Designers (ASID), 95, 96, 154, 195, 281, 414.
See also ASID documents
Amusement park design, 8
Angel funds, 404–405
Apartment design, 8
Apps, 160
Apprenticeships, 5
Aquarium design, 8
Arbitration clauses, 412
Architects, 128
Architectural Digest, 155
Arena design, 26
Arizona: accredited design programs in, 470
design centers in, 286
Arkansas, accredited design programs in, 470–471
Art consulting, 8–9
Art dealing, 9
Articles of Co-Partnership, 45
Artificial persons, 46
Artisans, 94
Artists, 94
ASID, see American Society of Interior Designers
ASID documents, 195–236
ID120, 197–200
ID121, 201–206
ID122, 207–211
ID123, 212–217
ID124, 218–223
ID125, 224–229
ID126, 230–236
Assistant designers, 93
Associations, 54–55, 78
Attorneys (lawyers):
as consultants, 119–120, 122–124
evaluating the work of, 123, 124
new-business feedback from, 37–38
selecting, 122, 123
Audiovisual design, 9
Audits, tax, 432–434
Auditorium design, 9
Automatic clearinghouse (ACH) transactions, 396–397

B
Ball design, 21
Banks, 392–402
learning about, 403
loans from, 400–402
new-business feedback from, 37–38
selecting, 394–395
services of, 395–400
Barbershop design, 9
Barrier-free design, 9
Bathroom design, 9
Beauty salon design, 9
Bibliographies, in design library, 84
Billing, contract stipulation of, 194
Billing sheets, 362–363
Bill-paying procedures, 381
Blogs, 150, 151
Board meetings, 330, 331
Board of advisors, 438
Boards of directors, 49
Bookkeepers, 93, 115, 116
Bookkeeping, 190, 334. See also Recordkeeping
Bradford’s International Directory of Marketing Research, 117
Break-even analysis, 391–392
for buying equipment, 78
for a new business, 35
Brochures, 148
Buildings, for design studios, 74–76
Building codes, 413–414
Bus design, 21
Business cards, 146
Business climate, studio location and, 72
Business consultants:
in developing your business, 57–58
new-business feedback from, 37–38
Business courses, 439–440
Business development, 135–173
advertising, 154–160
major areas of, 135
market development, 136–144
planning for, 57
profitability analysis for, 63–66
public relations, 144–154
selling, 160–173
Business development consultants, 124
Business development organizations, referrals from, 138
Business goals, 59–60, 68
Business manager, 91, 314. See also Office management
Business operations insurance, 419–422
Business ownership:
buying existing business, 39–44
buy-sell agreements, 50–51
dealerships, 53–54
forms of, see Business structure
joint ventures and associations, 54–55
starting a business, 31–38
Business plan, 60–62
components of, 61–62
for starting a business, 34–36
when buying an existing business, 39
Business structure, 44–53
in business plan, 61
buy-sell agreements, 50–51
corporations, 46–49
partnerships, 45–46
sole proprietorships, 44–45
and taxes, 51–53
Buying existing businesses, 39–44
advantages and disadvantages of, 39–40
evaluating the business, 41–44
researching opportunities for, 41
Buying methods, 295–298, 358
Buying services, 296–299
Buy-sell agreements, 50–51
C
CAD (computer-assisted drafting), 10, 78–80
California:
accredited design programs in, 471–472
design centers in, 286
Call records, 346
Cameras, 157, 158
Canada:
accredited design programs in, 469–497
design centers in, 286
Care, custody, and control, 422–424
Carpet design, 10
Carpet samples, in design library, 85
Cash-before-delivery (CBD) basis, 367, 368
Cash discounts, 381, 382
Cash flow, 357–359, 436
Cash management, 356–392
accounts payable, 364–383
accounts receivable, 359–364
break-even analysis, 391–392
cash flow, 357–359
financial indicators, 383–388
ratio of earnings, 389–390
recordkeeping rules, 357
using financial statements, 388–389
Cash management services, 400
Cash-on-delivery (COD) basis, 367
Catalogs, 82
in design library, 84
managing, 340
online, 282–283
CBD (cash-before-delivery) basis, 367, 368
C corporations, 47
Ceiling value, 42–43
Cell phones, 344, 352–353
CEOs, see Chief executive officers
Ceramic tile design, 10
Certificates of deposit, short-term, 399
Certifications, contract stipulation of, 195
CFIs (Chief financial officers), 48–49
Chairmen of the board, 49
Change management, 195
Charging for services, 174–192
basic methods of, 180, 181
calculating hourly rates, 183, 184
contracts and letters of agreement, 192–237
determining fee structure, 190
evaluating system for, 436–437
fee bases, 184–189
getting higher fees, 190–192
initial client interviews, 167–168
job pricing, 174–181
and jobs that lose money, 182
overhead expenses, 181, 183
retainers or down payments, 182
saving on expenses, 189–190
systems of, 179
value-based fees, 63
Charisma, 192
Check Clearing for the 21st Century Act (Check 21), 397–398
Checking accounts, 396–397
Chief executive officers (CEOs), 48, 88, 90–91
Chief financial officers (CFOs), 48–49
Chief operating officers (COOs), 49
Children, design for, 12, 16
Churchill, Winston, 67
CIDA (Council for Interior Design Accreditation), 443, 469
CIDA-accredited programs, 469–497
Clients:
buying attitudes of, 162–163
contracts written by, 192
evironment for working with, 70
evaluating, 178
handling complaints from, 277, 351, 352
income levels of, 71
investigating, 137, 162–164
loyalty of, 280
needs of, 162–163
new businesses’ terms with, 36
qualifying, 143, 163–164
relating to, 191
retention of, 279, 280
as studio location factor, 77, 74
weekly updates for, 262, 263, 265
when buying an existing business, 39, 40
when starting a business, 34
Clippings, in design library, 84
Closet design, 10
Closing sales, 172
Commerce Business Daily, 142
Commercial design, 10
Communication:
in client initial interviews, 165–167, 257
electronic, 78–79
improving, 293–295
non-local, 70
with other specialists, 54
in selling, 161
telephone management, 80–81, 342–353
voice dictation, 325–327
Community events, 145
Compensation:
  benefits, 103–106
  contract stipulation of, 194
  hourly, 103
  salaries, 103

Competition:
  business plan evaluation of, 61
  and choice of studio location, 71–72
  investigating, 137
  Competitors, networking with, 140

Complaints from clients, handling, 277, 279, 351, 352

Comprehensive perils, 415

Computers, 79–80, 85

Computer-assisted drafting (CAD), 10, 78–80

Computer/high-tech office design, 10

Concept evaluations, 254

Conceptual design, 8

Conference calls, 351, 352

Confidentiality, 279, 291
  protecting confidential material, 336–337
  waiver of, 122

Confidentiality agreement, 117–118
  of consultation, 127

Construction documents, 256–257

Construction law, 411–414

Construction supervision, 10

Consultants:
  accountants, 112, 114–116, 119, 121, 439
  attorneys, 119–120, 122–124
  business development, 124
  contracts for, 133–134
  documenting responsibilities of, 194
  financial planner, 125–128
  hiring, 111–112, 114–133
  knowledge of, 67
  learning from, 443
  reasons for hiring, 111–112
  types of, 128–133

Contests, 149

Continuing education, 438

Contract administration phase, 253, 259, 261–263, 265–267

Contracts and letters of agreement, 192–237
  ASID documents, 195–236
  for consultants, 133–134
  provisions of, 193, 412
  sample letters of agreement, see Letters of agreement
  tips for preventing lawsuits, 193–195
  types of, 195–196
  when to present, 196, 237

Contractors, 94, 269, 305–311
  business arrangements with, 307–308
  finding, 305–306

Credit:
  establishing, 367–368, 406–411
  extending, 360–361
  lines of, 401–402
  negotiating terms for, 368, 382
  from suppliers, 36, 283

Credit cards:
  loans using, 404
  regulations for, 361
  for staff, 398

Credit checks, 359, 368, 408

Credit reporting agencies, 408–411

Current ratio, 388

Data collection, 253

Data sources, documentation of, 194

Dates, committing to, 194

Dealers, buying through, 298

Debriefing, 172–173

Decision making, planning and, 57

Deductibles, insurance, 424

Defined benefits plans, 106

Defined contribution plans, 105–106

Delegation, 311, 330, 332–333

Delinquent payments, 363–364

Dental office design, 11

Department of Commerce Field Office, 142

Design associates, 6

Design/build teams, 6

Design centers, 285–288

Design concept fee, 184

Design concept form, 180

Design coordinators, 11

Design development phase, 253, 256, 258

Designer role, 3

Design fee, 185

Design fee plus percentage, 188

Design forums, 443

Design services:
  contract stipulation of, 193
  improving, 191–192
  repackaging, 191

Design service outline, 165, 175–181

Design staff questionnaire, 66, 98–101

Design studio, 70–86
  equipment and supplies, 78–81
  evaluating buildings for, 74–76
  in-home, 76–78
  inventory holding, 85–86
  library in, 81–85
  location selection, 71–73

Design study fee, 184

Design teams, 1–2, 5. See also Staff design/build, 6
  evaluating, 66, 177
  in group practices, 5–6
  relationships within, 29

Determining requirements form, 176

Diaries, 335–336

Dictation, 325–327

Direct buying, 298

Direct expenses, 182, 360

Directors, referrals from, 138

Directories, in design library, 84

Discounts:
  cash, 381, 382
  staff, 105

Display design, 12

Distributors, referrals from, 138

Documentation. See also Contracts and letters of agreement
  construction documents, 256–257
  of consultant responsibilities, 194
  of data sources, 194
  project, 180

Dodge Reports, 143

Domain names, 53

Down payments, 182, 360
Index

Draftspersons, 93
Drawing apps, 160
Drucker, Peter, 312
Drug testing letter, 114
Due diligence, 293
Dun & Bradstreet, 409–410

E
Earnings method, 44
Earnings ratios, 389–390
Education, 437–444
business courses, 439–440
continuing, 438
learning from friends/acquaintances, 439, 440
online, 444
on-the-job, 438–439
from reading, 440
seminars, 441–443
of staff, 440–441
Educational consultants, 129, 130
80-20 rule, 175
Electronic equipment, 78–79
E-mail, 333
Emissary, selling through, 162
Empathy, 166–167
Employee(s). See also Staff
independent contractors vs., 94–95
interior designers as, 4
when buying an existing business, 40
Employee benefits, 103–106, 398, 400
Employee benefits consultants, 130
Employee evaluations, 106–109
Employee Stock Ownership Plans (ESOPs), 106
Energy conservation design, 12
Engineers, 128, 129
Entertaining:
expenses for, 431–432
as public relations investment, 152–153
Equal opportunity laws, 98
Equipment:
for design studio, 78–81
for excellent photography, 157–158
leasing, 74
Equity capital financing, 404
Ergonomic design, 12
ESOPs (Employee Stock Ownership Plans), 106
Estate management, 12–13
Estate taxes, 50–51
Estimates, time and expense, 185
Estimating, 174–175, 177–179
Evaluation reports, 437
Exhibit design, 12
Existing buildings, evaluating, 254, 255
Existing business, buying, 39–44
Exit interviews, 110
Expected quality, 177
Expediting companies, 189
Expenses:
billing for, 185
entertainment, 431–432
with gross vs. net leases, 75
overhead, 181, 183, 392, 393
saving on, 189–190
staff monthly expenses, 383–385
travel, 385, 431–432
Expense projections, in business plan, 62
Experts, learning from, 438

F
Fabric samples, in design library, 84–85
Facility management, 13
Facilities requirements, in business plan, 61
Factoring, 403
Factories, visiting, 292–293
Factory and production consulting, 13
Fair Credit Billing Act, 182
Fair Credit Reporting Act, 407
Faux finishes, 13
Fax machines, 81, 353
Federal taxes, 428–429
Federal Trade Commission (FTC), 182
Fees, see Charging for services
Fee bases, 184–189
Fee plus percentage of savings, 188–189
Feng shui, 13
FICA tax, 428, 429
Fictitious name registration, 53
The Fifth Discipline (Peter M. Senge), 57
Finance companies, 403
Finance companies, 403
Financial advisors, feedback from, 37–38
Financial arrangements, with contractors, 307–308
Financial indicators, 383–388
Financial management, 313, 355–343
banking relations, 392–402
cash management, 356–392
construction law, 411–414
establishing credit, 406–410
insurance, 414–427
loans, 400–406
overhead costs, 392, 393
and profit, 62
profit forecast, 356
taxes, 427–444
Financial planners, 125–128
Financial statements, 388–389
Financing. See also Funding
as start-up consideration, 35–36
when buying an existing business, 39
Fitness club design, 14–15
Flooring design, 14
Floor value, 42
Florida:
    accredited design programs in, 473–474
design centers in, 286
Forecasting staff requirements, 87–90
Forensic consulting, 13
Former employment, verification of, 113
401(k) plans, 105–106, 400
Freelancers, 94
Freight claims, 267–270
Friends:
       learning from, 439, 440
       referrals from, 138
FTC (Federal Trade Commission), 182
Full-service interior design procurement and installation companies, 300
Funding. See also Financing in business plan, 61
deciding on types of, 405–406
sources of, 400–405
Funeral home design, 13
Furnishings, installation of, 271
Furniture, furnishings, and equipment specifications, 263
Furniture design, 14
Furniture management, 14

G
General contractors, 306
General partnerships, 46
Georgia:
    accredited design programs in, 474–475
design centers in, 286
Geriatric design, 14
Goals, 58–60
business, 39–60, 68
employee, 107–108
personal, 58–59
Goodwill, 173
Government:
cash flow when doing business with, 357–358
referrals from, 138–139
Government officials, referrals from, 119
Government Publications and Their Use, 142
Government regulations, 290
Government-sponsored loans, 402
Graphic design, 14, 146
Greenhouse design, 14
Index 543

Gross income, 61
Gross leases, 75
Group practices, 5–6
Growth, profit and, 63
Gut reactions, 166

H
Hard-surface flooring design, 14
Hardware design, 14
Health and fitness club design, 14–15
Health benefits, 104
Health Insurance Portability and Accountability Act (HIPAA), 19
Hearing impairments, design for, 12
Hedonistic sustainability, 15
Hiring, 97–103
consultants, 111–112, 114–133
design staff questionnaire, 99–101
getting references, 101
interviewing candidates, 97–99
noncompete agreements, 102
notifying nonselected applicants, 102–103
Historic preservation, 15
Home design studios, 76–78
Home office design, 15
Home theater design, 15
Hospital design, 15
Hospitality design, 15–16
Hourly compensation, 103
Hourly fee plus percentage, 188
Hourly rates, calculating, 183, 184
Houseboat design, 16
“How to Get Your Work Published” (ASID), 154
Human factors, 16
Human resources, see Employee(s); Staff
Human resource consultants, 131
Human resource manager, 91–92
Humor index, 166

I
Idaho, accredited design programs in, 475–476
Idealism, 2
Identity theft, 407, 408
IDS (Interior Design Society), 96
IFDA (International Furnishings and Design Association), 96
IIDA (International Interior Design Association), 96, 281
Indiana, accredited design programs in, 477–478
Industry Partners programs, 281
In-home medical care, design for, 12
In Search of Excellence (Thomas Peters and Robert Waterman), 90
Inspection, merchandise, 267–268
Installation companies, full-service, 300
Installation specialists, 93
Installation supervision phase, 253, 270–277
design review, 276
furnishings installation, 271
installation day procedures, 274–276
installer’s records, 272–274
maintenance manual, 276–277
planning for problems, 271–272
site preparation, 271
Insurance, 308–309, 414–427
and care, custody, and control, 422–424
claims against, 426–427
insurance advisors, 37–38, 415
key-person, 104–105
liability, 412–413, 426
saving money on, 424–426
selecting, 415–417
types of, 417–422
workers’ compensation, 104
Insurance advisors, 37–38, 415
Insurance clause, 412
The Insurance Exchange, Inc., 414
Insurance specialists, 131
Intellectual property (IP), 157, 337–339
copyrights, 337–339
ownership of, 194
Interest, on taxes, 431
Interior design, 1–2, 252
Interior designers, 2–3
as agents, 189
measures of success for, 30
new-business feedback from, 37–38
personal characteristics of, 2–3
as retail employees, 189
specializations and specialties for, 6–29
traditional roles of, 3–4
working styles of, 4–6
Interior Design Society (IDS), 96
Interior landscaping, 16
Interiors photographers, 159
International Furnishings and Design Association (IFDA), 96
International Interior Design Association (IIDA), 96, 281
Internet:
advancing on, 156
checking information obtained from, 81, 82
online banking, 396–397
online education, 444
publications available on, 340–341
researching clients on, 162
Internet phone service, 353
Interviews:
exit, 110
job, 119
with prospective clients, 163–168
Inventory:
and cash flow, 358
holding, 85–86
when buying an existing business, 50
Investments, 358–359
Invoicing methods, 361–362
Iowa, accredited design programs in, 478
IP, see Intellectual property
iPads, 160
IRAs, 400
IRDs (image replacement documents), 397

J
Jobs (for your firm):
getting the right jobs, 141–144
qualifying, 143
sources for, 138–141
that lose money, 182
Job applications:
cover letter with, 123
letter acknowledging, 128
letter of submission with, 124
Jobbers, 282
Job descriptions, writing, 97
Job interviews, follow-up letter for, 119
Job pricing, 174–181
design service outline for, 175–181
80-20 rule for, 175
Joint ventures, 54–55
Journals, in design library, 84
Journals, in design library, 84
Journalism, 16

K
Kansas, accredited design programs in, 478
Kennel design, 16
Kentucky, accredited design programs in, 478–479
Keogh Plans, 400
Key-person insurance, 104–105
Kid friendly design, 16
Kitchen design:
restaurant kitchens, 24
specialization in, 16–17

L
Landscaping, interior, 16
Law office design, 17
Lawsuits, tips for preventing, 193–195, 412
Lawyers, see Attorneys
Leadership, 312, 313, 315–317
Leadership consultants, 131
Leasing studio space, 74–76
Ledger, Samuel, 121
LEED (Leadership in Energy and Environmental Design), 17
Legal considerations:
equal opportunity laws, 98
with new employees, 98
product liability bills, 425
reducing exposure to litigation, 416
when starting a business, 37
when terminating employees, 109
Lenders, new-business feedback from, 37–38
Letters, 110–111, 113–132
accepting resignations, 111
acknowledgment of application, 128
of agreement, see Letters of agreement of commendation, 117–118
confirmation of employment, 127
cover letter with job applications, 123
of interest, 146–147
job interview follow-up, 119
noncompete agreement, 116
non-offer of job, 113
of recommendation, 121
reference requests, 126
requesting more information after
resume, 120
required drug testing, 114
resignation, 111, 132
for submitting job applications, 124
telephone conversation follow-up, 124
termination of employment, 130
tobacco ban policy, 115
of transmittal, 264
unsatisfactory job performance, 129
verification of former employment, 113
waiver of confidentiality, 122
Letters of agreement, 196, 238–251. See also Contracts and letters of agreement
based on retail pricing, 244–245
contract for professional services, 240–241
to describe a project, 238
designed fee for items purchased
for project, 250–251
for percentage- or commission-
compensation method, 248
for purchasing furnishings and
services, 246–247
for small office project, 249
for straight-fee or lump-sum contract,
242–243
when charging hourly fee as well as
purchasing and expediting
services, 239
Liability insurance, 412–413, 426
Liability protection, 52
Librarians, 93
Library, 81–85
categories of information for, 83–85
establishing, 83
maintaining, 85
as major tool, 81–83
management of, 339–341
updating, 82
Library design, 17
Licensing:
of project documents, 194
Libraries, 81–85
of information for, 83–85
establishing, 83
maintaining, 85
as major tool, 81–83
management of, 339–341
updating, 82
Library design, 17
Licensing:
of project documents, 194
specialization in, 17
state requirements for, 53
Life insurance, 50
Lifestyle issues, 4–5
in choosing studio location, 72
with home design studios, 77–78
Lighting design, 17
Lighting fixture design, 17
Limited liability corporations (LLCs), 47, 52–53
Limited partnerships, 46
Lines of credit, 401–402
Liturgical design, 18
LLCs (limited liability corporations), 47, 52–53
Loans, 400–406
bank, 400–402
choosing type of, 405–406
credit card, 404
government-sponsored, 402
for new small businesses, 35
non-bank, 402–405
Loan finders, 405
Local credit bureaus, 409
Location:
in business plan, 61
for design studio, 71–73
for incorporation, 46–47
for initial client interviews, 165
when buying an existing business, 40
Louboutin, Christian, 339
Louisiana, accredited design programs in, 479
Loyalty, client, 280
Lyon Mercantile Group, Ltd., 411

M
Magazine management sheet, 340, 341
Mail handling, 333–334
Mailings, 148
Maintenance manual, 276–277
Maintenance programs, 290
Management, 313–314. See also specific
types, e.g.: Office management
styles of, 314
when buying an existing business, 40
Management consultants, 132
Manager of business development, 91
Managing director, 91
Manufacturers:
computerized catalogs from, 82
dealerships for, 53–54
factory and production consulting, 13
in-house design, 18
jobbers vs., 282
public relations programs of, 153–154
referrals from, 138
Manufacturer representation, 18
Margin, for cost increases, 190
Marine design, 18
Markets, attending, 292
Market development, 136–144
going the right jobs, 141–144
market research, 136–137
sources for jobs, 138–131
Market group, defining, 142
Marketing. See also Business development
by joint ventures/associations, 55
responsibilities for, 91
specialization in, 18
test, 71
Marketing consultants, 132
Marketing director, 91
Marketing plans, in business plan, 61
Marketing value, 178
Index 545

Market research, 136–137
  sources of information for, 142–143
  when starting a business, 34
Market value, 44
Markup, 187
Martindale-Hubbell Legal Directory, 122
Massachusetts:
  accredited design programs in, 479–480
  design centers in, 286
Master builders, 189
Medical care, in-home, 12
Medical center design, 18
Medical facilities:
  hospitals, 15
  in-home medical care, 12
  medical centers, 18
  medical offices, 20
  medical spas, 19
  nursing homes, 20
  psychiatric, 23
Medical office design, 19
Medical spa design, 19
Meetings, 327–331
Mentors, 29
Mercantile taxes, 51
Merchandise checks, 267
Merchandise inventory turnover, 388–389
Merchant, interior designer as, 4
Mergers and acquisitions consultants, 132
MESBICs (Minority Enterprise Small Business Investment Companies), 405
Michigan:
  accredited design programs in, 480–481
  design centers in, 286
Minnesota:
  accredited design programs in, 481
  design centers in, 286
Minority Enterprise Small Business Investment Companies (MESBICs), 405
Mission statements, 60
Mississippi, accredited design programs in, 481–482
Missouri, accredited design programs in, 482
Model home design, 19
Modems, 81
Modular prefabricated design, 19
Money-losing jobs, 182
Money market accounts, 398
Monthly financial report, 386
Multidisciplinary services, 191–192
Multimedia center design, 20
Mural painting, 20
Museum design, 20
N
Name of business, fictitious, 53
National Council for Interior Design Qualification (NCIDQ) exam, 412
National Kitchen and Bath Association (NKBA), 17
Nebraska, accredited design programs in, 482
Negotiating:
  with clients, 171–172
  of credit terms, 368
Net leases, 75
Networking:
  as advertising, 156
  getting jobs through, 139–141
  at seminars, 443
Nevada:
  accredited design programs in, 483
  design centers in, 286
New businesses, see Starting a business
New Jersey, accredited design programs in, 483
New Mexico, accredited design programs in, 483
New York:
  accredited design programs in, 483–485
  design centers in, 287
  NKBA (National Kitchen and Bath Association), 17
Noncompete agreements, 102, 116
Nondisclosure statements, 336
Non-offer of job, letter for, 113
North Carolina:
  accredited design programs in, 485–486
  design centers in, 287
North Dakota, accredited design programs in, 486
Notice of unsatisfactory performance, 108–109
Nursing home design, 20
O
Observation, of contractors, 308–309
Office design. See also Design studio computer/high-tech offices, 10
cosmetic dentistry offices, 11
dental offices, 11
home offices, 15
law offices, 17
medical offices, 19
specialization in, 20
Office management, 312–354
deligation, 330, 332–333
intellectual property, 337–339
and leadership, 315–317
library management, 339–341
mail handling, 333–334
management styles, 314
meetings, 327–331
protecting confidential material, 336–337
recordkeeping, 334–336
telephone management, 342–353
time management, 317–327
Ohio:
  accredited design programs in, 486–487
  design centers in, 287
Oklahoma, accredited design programs in, 487–488
Older buildings:
  adaptive reuse of, 7–8
  historic preservation, 15
Online banking, 396–397
Online education, 444
On-the-job learning, 438–439
Open ended time-based fees, 185
Orders:
  delays in, 265, 266
  placing, 257, 261–264
  purchase orders, 265–266,
  300–304, 381
Oregon, accredited design programs in, 488
Organization:
  skills in, 3
  of studio space, 74
Organizing time, 318
Outdoor room design, 21
Outside directors, 49
Outsourcing, 67, 78
Overhead expenses:
  charging for, 181, 183
  establishing, 183
  managing, 392, 393
Owners of projects, referrals from, 139
Ownership of information, 133, 134, 194
P
Park design, 8, 20
Partners, for new businesses, 35
Partnerships, 45–46
corporations vs., 46
with home-studio designers, 78
sole proprietorships vs., 46
taxes for, 51–52
Partnership Return of Income, 51
Party design, 21
Passenger train and bus design, 21
Passion for interior design, 3, 56
Patio design, 21
Payments, delinquent, 363–364
Payroll services, 396
Payroll taxes, 51
PDAs (personal digital assistants), 333–334
Pennsylvania:
  accredited design programs in, 488–489
  design centers in, 287
Percentage of cost, 188
Percentage off list price, 188
Performance evaluations, employee, 106–109
Periodicals, in design library, 84
Permaculture design, 21
Permits, 53
Personal digital assistants (PDAs), 333–334
Personal goals, 58–59
Personnel, see Consultants; Staff
Per-square-foot billing, 186
Peters, Thomas, 90
Petty cash, 382–383
Phone receptionist, 342
Photographic set design, 21
Photographic styling, 21
Photography, 156–160, 338
Planning, 56–69. See also Business plan
  business plan formulation, 60–62
  for developing a firm, 57
  goal setting, 58–60
  for profit, 62–67
  for selling your business, 67–69
  for starting a business, 34–36
  value of, 57–58
  when buying an existing business, 39
Plantscaping, 16
Plumbing fixture design, 21
Policies, when buying an existing business, 49
Portfolio, 147, 191
Postcards, 148
Postoccupancy evaluation, 277–279
Presentations (in selling), 168–171
  agenda for, 169
  costs of, 171
  order of, 168–169
  techniques for, 169–170
  uniqueness of, 191
President (of corporation), 49
Prices, contract stipulation of, 194
Price fixing, 179
Price lists, in design library, 84
Pricing jobs, see Job pricing
Principal, 70
Priorities, establishing, 57
Prison design, 22
Privacy:
  with home offices, 78
  as major concern, 279
Privacy design, 22
Problem solving skills, 2
Procurement companies, 189, 300
Products:
  in business plan, 61
  choosing, 282
  contract information on, 193
  researching, 254
  research sheets for, 288–289
Product design, 22
Product display, 22
Product evaluation, 22
Production capability, 35
Productive systems analysts, 132
Productivity, designing space for, 70
Product liability bills, 425
Product marketing, 22
Professionals:
  learning from, 438
  referrals from, 138
  as recruiting sources, 95, 96
Professional organizations, 439, 466–468
  business courses offered by, 440
  designers as spokespersons/interpreters for, 22
  as recruiting sources, 95, 96
Profit(s):
  factors affecting, 62–63
  increasing, 63
  as measure of success, 355–356
  and money-losing jobs, 182
  planning for, 62–67
  and saving on expenses, 189–190
  Profit forecast, 356
Profit-sharing plans, 106
Programming phase, 253–254
Project analysis, 64–66, 435
Project control, 5
Project documentation form, 180
Project management, 252–280
  client loyalty, 280
  client retention, 279, 280
  contract administration phase, 259, 261–263, 265–267
  contract phase, 256–261
  design development phase, 256, 258
  form for, 181
  freight claims, 267–270
  installation supervision, 270–277
  placing orders, 257, 261–264
  postoccupancy evaluation, 277–279
programming phase, 253–254
schematic design phase, 254–256
specialization in, 22–23
via videoconferencing, 81
Project management specialists, 290
Project managers, 93
Project master sheet, 260
Project time sheets, 321
Promotion consultants, 128
Property insurance, 417–418
Prospective client reports, 164–165
Proxemics, 23
Psychiatric care facility design, 23
Publications:
  for advertising, 155
  as public relations tool, 149
  submitting photographs to, 159
Publicists, 144, 153–154
Public relations, 144–154
  activities contributing to, 145–146
  as an investment, 152–153
  publicists, 144, 153–154
  purposes of, 144
  specialization in, 23
  tools of, 146–151
Purchase orders, 265–266, 300–304, 381
Purchasing, 265–266
  buying methods, 295–298
  buying services, 296–299
  establishing credit, 367–368
  specialization in, 23
Q
Qatar, accredited design programs in, 497
Qualifying jobs/clients, 143, 163–164
Quality control, 289–293
Quick ratio, 388
Quotations, from contractors, 307
R
Radio frequency identification (RFID), 336
Ratios of earnings, 389–390
Reading, learning from, 440
Real estate development, 23
Real estate leases, 75–76
Real estate professionals, referrals from, 138
Real estate taxes, 51
Real estate upgrading, 23
Receiving merchandise, 267–270
Receptionists, 92, 141
Reciprocity, 141
Recommendation letters, 121
Recordkeeping, 334–336
financial, 357
installer’s records, 272–274
technology for, 334–336
telephone calls, 346
Recruiting, 95–97
Recruitment specialists, 132
References:
for potential employees, 101, 126
from previous to prospective clients, 170–171
Reference books, in design library, 84
Reference reports, in design library, 84
Referrals, getting jobs through, 138–139
Relatives, business associations with, 49
Release of liens, 423
Renters, 91
Renting, leasing vs., 75
Repackaging services, 191
Representatives, referrals from, 138
Reputation, 192
Research:
before buying existing businesses, 41
design libraries, 81–85
for joint ventures or associations, 55
market, 34, 136–137
product, 254
before selling, 162–164
Research reports, in design library, 84
Research sheet, 288–289
Residence:
and home design studios, 76–78
as studio location factor, 72
Residential design:
apartment, condominiums, co-ops, 8
bathrooms, 9
home offices, 15
home theaters, 15
houseboats, 16
for in-home medical care, 12
kitchens, 16–17
model homes, 19
specialization in, 24
tenant development services, 27
vacation homes, 28
Resignation:
of employees, 109–111
letters accepting, 111
letters of, 131, 132
Resort design, 24
Resources, as start-up consideration, 35
Restaurant design, 24
Restaurant kitchen design, 24
Resumes, requesting more information after, 120
Retail sales-based billing, 186–187
Retail selling:
shopping mall design, 25
showroom design, 25
specialization in, 24
Retail store design, 24
Retainers, 182, 360
Retention, client, 279, 280
Retirement plans, 105–106
Return on investment, 43
Reupholstery checklist, 261
Revenue expectations, in business plan, 61
REVIT, 80
RFID (radio frequency identification), 336
Risk, with starting a business, 37
Rocket design, 26
Roth IRAs, 400
Rug design, 10
S
Safety code specialist, 24
Salaries, 103
Salespersons, 93
Sales reps, visits of, 283–285
Sales taxes, 51, 430
Savings Incentive Match Plan for Employees (SIMPLE), 106
SBA, see Small Business Administration; Small Business Association
SBCSs (small business development companies), 405
SBICs (Small Business Investment Companies), 405
Schedules, 87
of contractors, 307
contract stipulation of, 194
in job pricing, 177, 178
of payments, 360
for phone calls, 345, 348
Scheduling form, 178
Schematic design phase, 254–256
Scope of work, 177, 193
S corporations, 47, 52
Secretaries, 93
Security consulting, 25
Selling, 160–173. See also Business development
advance research for, 163–164
and clients’ buying attitudes, 162–163
closing sales, 172
cold calls, 161–162
debriefing, 172–173
emissary method, 162
initial interviews, 163–168
negotiating, 171–172
presentations, 168–171
as relationship, 161
tips for, 161
of your business, 31, 67–69
Seminars, 441–443
Senge, Peter M., 57
SEP (Simplified Employee Pension) plans, 106
Services:
of banks, 395–400
improving, 191–192
repackaging, 191
Set design:
photographic, 21
specialization in, 25
Shareholder’s agreements, 48
Shop-at-home services, 25
Shopping mall design, 25
Short-term certificates of deposit, 399
Short-term staff, 94–95
Show houses, as public relations investment, 153
Showrooms, 153, 297, 298
Showroom design, 25
SIMPLE (Savings Incentive Match Plan for Employees), 106
Simplified Employee Pension (SEP) plans, 106
Skill development, see Education
Skin clinic design, 26
Small Business Administration (SBA), 142, 402, 405, 428, 440
Small Business Association (SBA), 33
Small business development companies (SBDCs), 405
Small Business Investment Companies (SBICs), 405
Socially dedicated design, 25
Socially dedicated design, 25
Social media, 139
Social networking, 141
Soft costs, 35
Software, 80
Solar design, 25
Sole proprietorships, 44–46, 51
Sources, see Suppliers
South Carolina, accredited design programs in, 489
South Dakota, accredited design programs in, 489
Spaceship design, 26
Spa design, 19, 26
Specialists, 93
Specialization:
areas of, 6–29
and client demand for new expertise, 7

Index
Specialization (Continued)
and systems of charging, 179
Specialty selling, 24
Specifications, in design library, 84
Stadium design, 26
Staff, 87–111
affordability of, and studio location, 72
borrowing from other firms, 94
business manager, 91
in business plan, 62
calculating costs of, 107
chief executive officer, 88, 90–91
education of, 440–441
evaluating, 106–109, 436
forecasting requirements for, 87–90
hiring process, 97–103
human resource manager, 91–92
letters to or about, see Letters
manager of business development, 91
managing director, 91
marketing director, 91
monthly expenses of, 383–385
receptionists, 92
recruiting, 95–97
salaries and benefits, 103–106
short-term, 94–95
staff positions, 88, 91–93
for starting a business, 34
termination/resignation of employees, 109–111
Staff designers, 93
Standards, in design library, 83–84
Standard fee scales, 179
Standard & Poor’s Industrial Surveys, 143
Starting a business, 31–38
advantages of, 36
disadvantages of, 37
getting feedback when, 37–38
personal qualities needed for, 32–34
planning for, 34–36
to sell later, 31
time investment in, 32
State taxes, 429–430
Stationery, 146
Stenciling, 13
Stockholders:
at board meetings, 330
in corporations, 48
for new businesses, 35
Stop payment notices, 398, 399
Storage design, 26
Straight design fee, 185
Success, measures of, 30
Supervision:
of contractors, 308–309
of installation, 270–277
Suppliers, 281–205
buying methods, 295–298
buying services, 296–299
establishing credit with, 367–368
improving communication with, 293–295
price increases of, 194
purchase orders, 300–304
referrals from, 138
selecting, 281–289
as studio location factor, 73
working capital from, 403–404
working with, 289–295
Supplies, for design studio, 78–81
Support services, in business plan, 62
Sustainability:
adaptive reuse, 7–8
hedonistic, 15
permaculture design, 21
Tabletop design, 26
Taxes, 427–434
and buying existing businesses, 43
and buy-sell agreement provisions, 50–51
estate, 50–51
federal, 428–429
and form of business, 51–53
home office expenses, 78
and leasing, 75, 76
penalties for nonpayment of, 430
state, 429–430
as studio location factor, 73
Tax audits, 432–434
tax-deferred qualified retirement plans, 105–106
Tax audits, 432–434
tax-deferred qualified retirement plans, 105–106
Teams, see Design teams
Tear sheets, in design library, 84
Technology:
computerized accounting, 365–367, 369–380
for connecting teams, 5, 66
for management processes, 313
for recordkeeping, 334–336
software precautions, 337
voice dictation, 325
Technology consultants, 132
Telephone conversations, follow-up letters for, 124
Telephone management, 80–81, 342–353
call records, 346
handling calls, 343–346
phone call process, 349–353
phone receptionist, 342
protocol for calls, 342–343
and telephone as a sales tool, 347–348
voicemail, 346–347
Telephone record, 346, 347
Telephone systems, 80–81
Television design, 26
Tenant development services, 27
Tennessee, accredited design programs in, 490–491
Terms:
for accounts receivable, 360
for credit, 368, 382
for purchase orders, 302–304
Termination of employees, 108–111
Termination of employment letter, 130
Term loans, 402
Test marketing, 71
Texas:
accredited design programs in, 491–493
design centers in, 287
Textbooks, in design library, 84
Textile design, 27
Time and expenses billing, 185
Time investment, 32, 37
Timelines:
in business plan, 62
for starting a business, 36
Time-log categories, 321
Time management, 317–327. See also Schedules
for creative people, 317, 318
organizing time, 318
time-management chart, 318–321
time-saving methods/ideas, 321–325
voice dictation, 325–327
Time-management chart, 318–321
Tobacco ban policy letter, 115
Trademarks, 337, 339
Trade organizations, spokespersons/interpreters for, 22
Tradespersons, 94
Train design, 21
Training center design, 27
Training consultants, 132–133
Transit center design, 27
Transmittal sheets, 264
Transportation:
airplane design, 8
passenger train and bus design, 21
transit center design, 27
Travel expenses, 385, 431–432
Tree hotel design, 27
Try-outs, employee, 98
Turnkey services, 27
Twilight zone, 261
U
UBC (Uniform Building Code), 413
UCC (Universal Construction Code), 413–414
Underground habitation design, 27
Unemployment taxes, 429
Uniform Building Code (UBC), 413
U.S. Copyright Office, 338
Universal Construction Code (UCC), 413–414
Universal design, 28
Unsatisfactory job performance letter, 129
Upset limit, time and expenses with, 185
Utah, accredited design programs in, 493

V
Vacation benefits, 104
Vacation home design, 28
Valuation of existing businesses, 42–44
Value-based fees, 63
Vastu, 28
Venture capital funds, 404–405
Verification of former employment, 113
Video:
  in advertising, 160
  for design library, 82
  Videoconference center design, 28
  Virginia, accredited design programs in, 493–494
  Visibility, studio location and, 73
  Vision impairments, design for, 12
  Voice, controlling conversations with, 349–351
  Voice dictation, 325–327
  Voicemail, 81, 344–347
  Voice over Internet Protocol (VoIP), 353

W
Waiver of confidentiality, 122
Waiver of subrogation clause, 424
Wallcovering design, 28
Wall finishing, 28
Warehousing:
  pros and cons of, 85–86
  as studio location factor, 73
Washington, DC:
  accredited design programs in, 473
  design centers in, 287
Washington State:
  accredited design programs in, 494–495

Y
Yellow Pages, advertising in, 156
Yves Saint Laurent, 339