



# FUTURA TOOLKIT

A toolkit for creative professionals  
for capturing value in projects

MANUAL & GAME CARDS

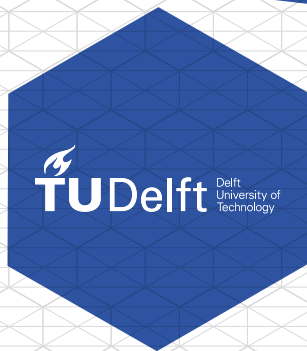


## FUTURA TOOLKIT

### A toolkit for creative professionals for capturing value in projects

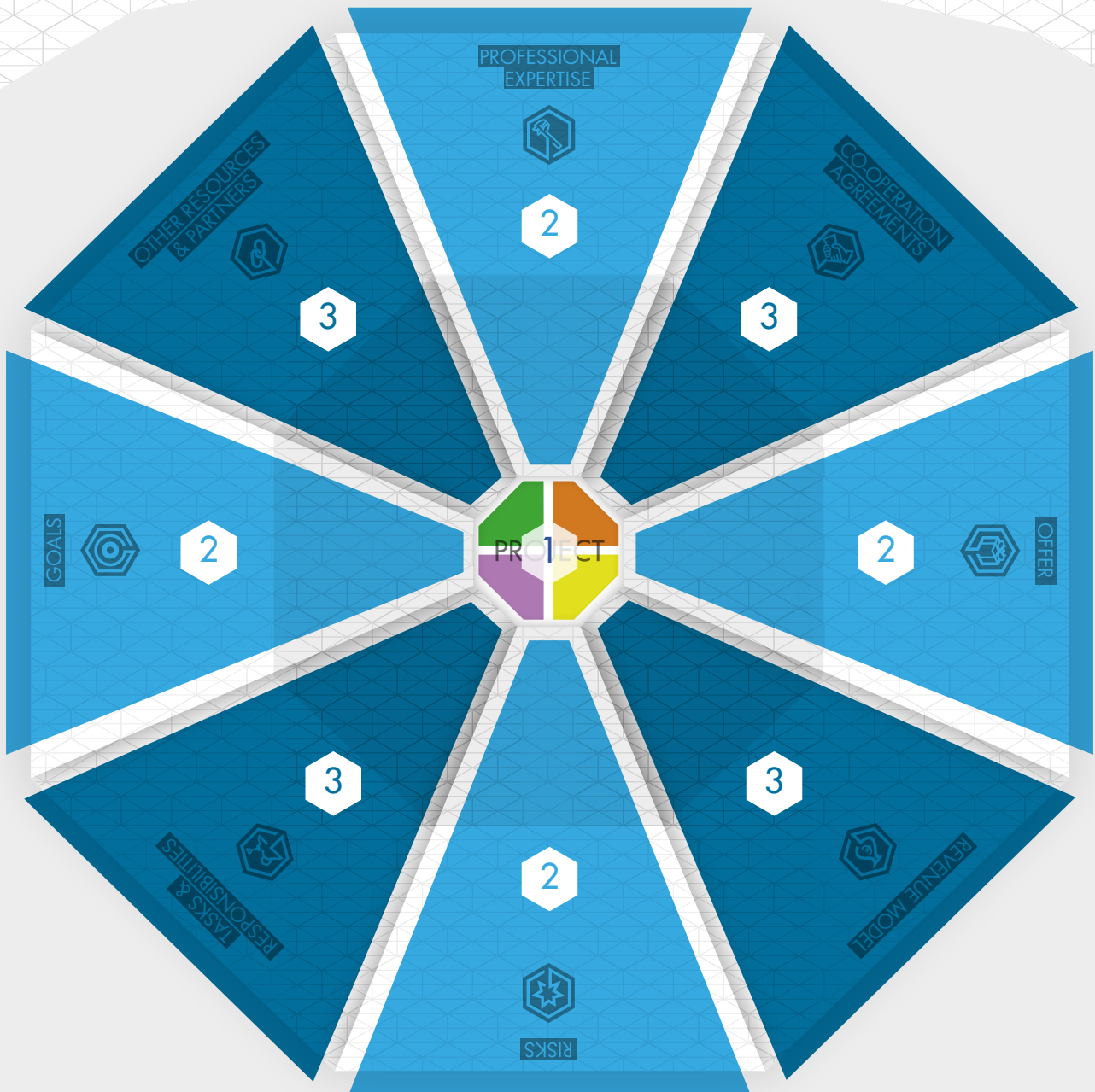
This toolkit originates from the scientific research project FuturA, a collaboration between TU Delft, Radboud University Nijmegen and the Royal Institute of Dutch Architects (BNA). The project has been financed by the Netherlands Organisation for Scientific Research (NWO) and a consortium of business partners.

More information and inspirational material are available in the futurA book 'Future Roles for Architects - an academic design guide' (2018) via: <https://books.bk.tudelft.nl/>



# MANUAL TOOLKIT

- Start by choosing a case or project.
- Select the card showing the relevant role identity for your chosen project, write the name of the project on it and place it in the middle of the board (step 1).
- Add the question cards for your chosen role identity to the set of general cards.
- Go through the questions on the cards one by one. Start with the cards of step 2. Once you have answered these, you can proceed with the cards of step 3. Agree on your answers as a group and write these on the cards, then place them in the appropriate space on the board.
- Place the cards with project-led questions and answers closer to the centre of the board and those with professional questions and answers closer to the edge.
- Move the cards around until you have a clear picture of the situation. You can also remove cards from the board in order to sharpen the focus of your chosen strategy.



# MANUAL TOOLKIT

1



## INITIATOR

As an initiator, you are the one who creates and plans the project. You spot opportunities, you seize them with both hands and you persuade other interested parties to get behind the idea and support it. As the driving force behind the project, you feel personally responsible for it and accept co-ownership of the issue it seeks to address.



## PRODUCT DEVELOPER

As a product developer, you deliver a complete product you have been involved with from start to finish. The value that this represents is clear, and with a bit of luck you also develop a business case around it. You form an effective co-creation team. And you also feel responsible for supplying solutions to individual and multiple end users.



## SPECIALIST

As a specialist, you provide a predefined package of activities and services. If offered a task not part of that package, you either refuse or delegate it. This is a deliberate choice. You excel in your area of specialisation, and position yourself accordingly (e.g. as a BIM specialist, a sustainability expert or a housing consultant).



## INTEGRATOR

As an integrator, you are the project's linchpin. You bring together different disciplines and then make sure that all speak the same language. As an architect, you maintain your controlling and supervising role throughout the process. You feel responsible for the quality of the end product and its conformity with the specifications set.

2

## PROFESSIONAL ROLE ELEMENTS



### OFFER

What you as an architectural firm have to offer the project.



### EXPERTISE

The expertise you possess and want to contribute to the project.



### GOALS

The professional and financial goals you set yourself with this project.



### RISKS

The risks you are prepared and not prepared to take in order to achieve your goals.

3

## PROJECT ROLE ELEMENTS



### TASKS AND RESPONSIBILITIES

Your tasks and responsibilities in this project.



### RESOURCES AND PARTNERS

The resources and partners you need to complete your project tasks successfully.



### CO-OPERATION AGREEMENTS

The formal and informal agreements you reach with your partners to ensure that the goals set are achievable.



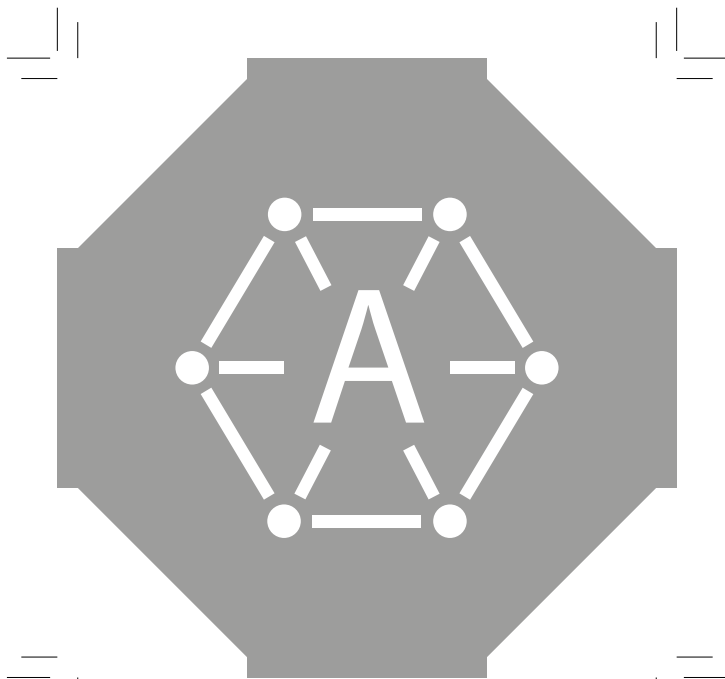
### REVENUE MODEL

How you cover your costs and generate income.

FUTURA

CASE

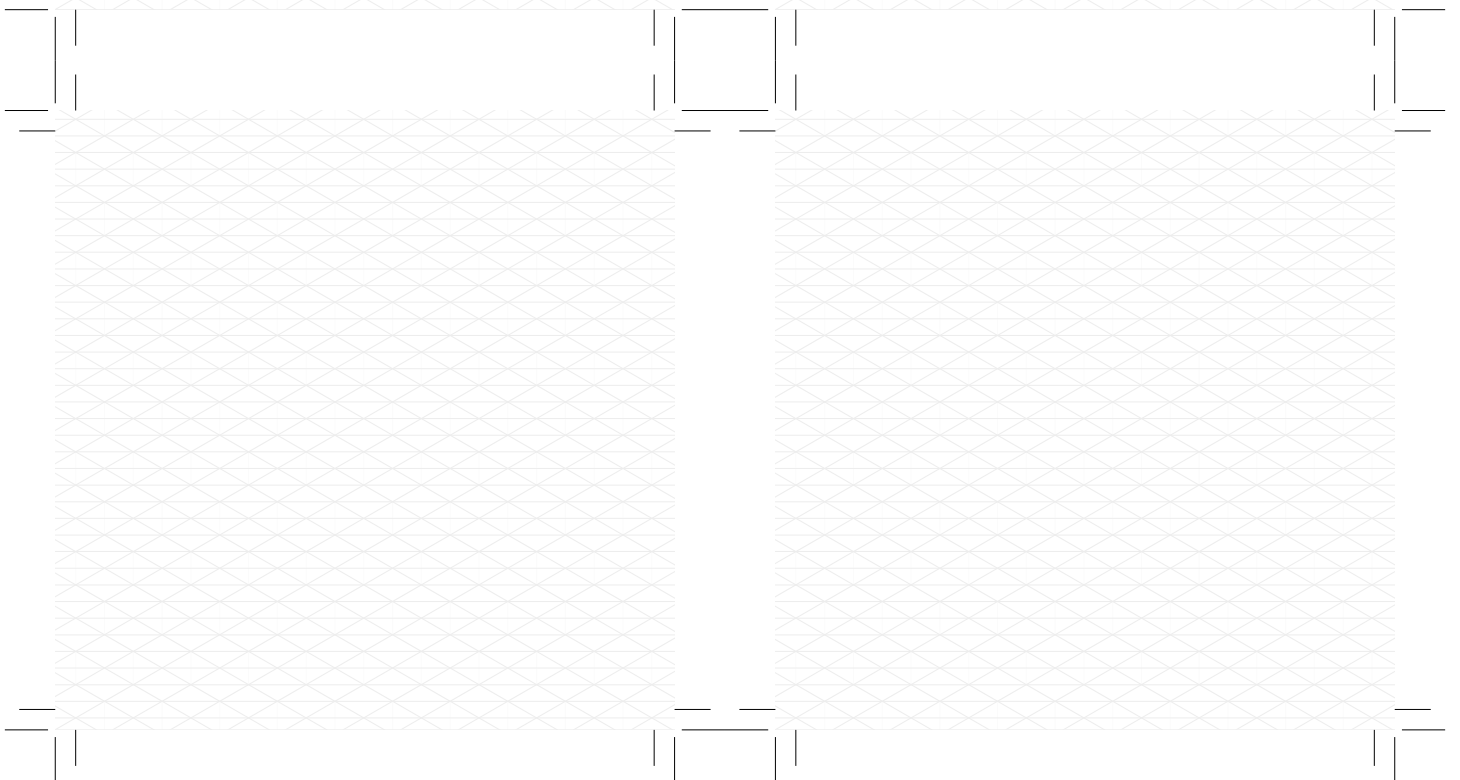
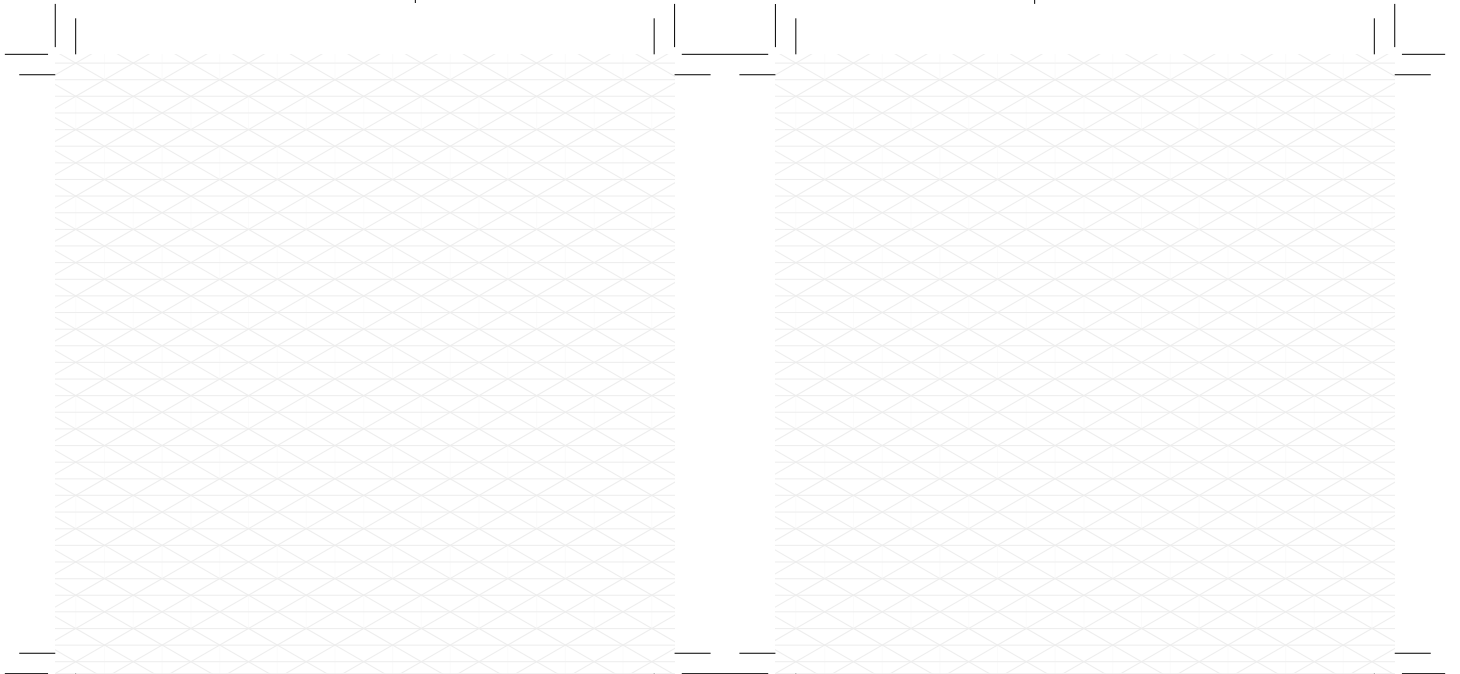
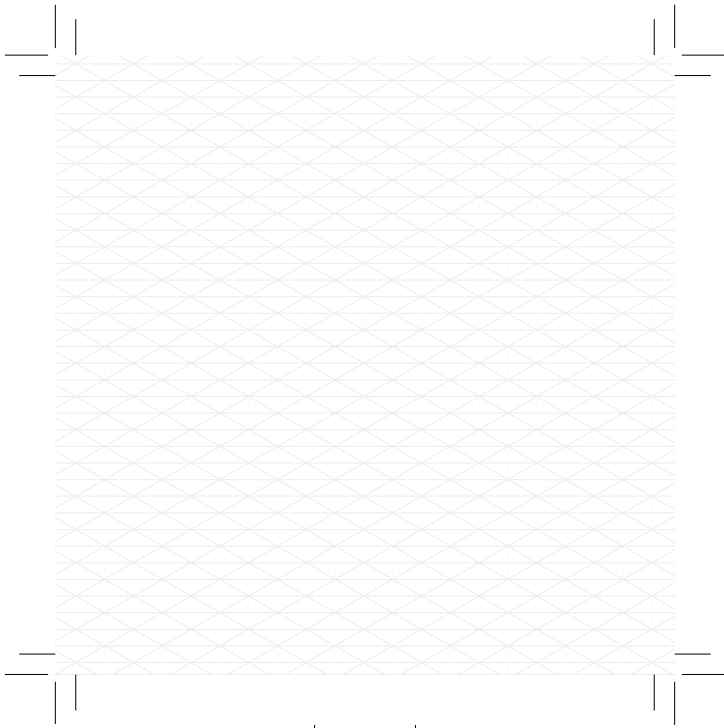
CARDS



FUTURA

CASE

CARDS





What does the client want  
to achieve with this project?



What are you being asked  
to offer in this project?



What do you intend to offer  
the client in this project?



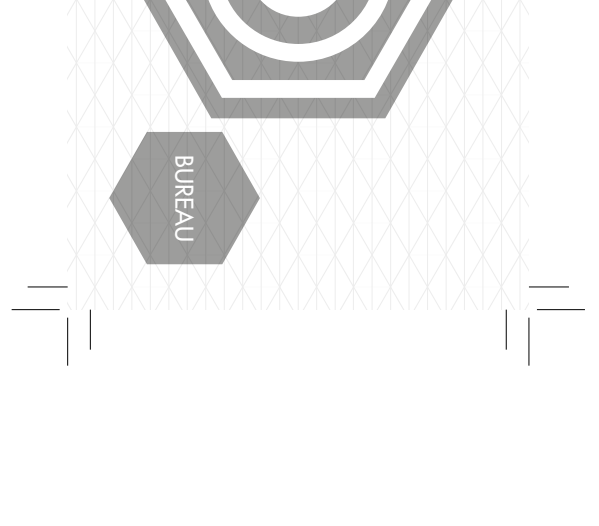
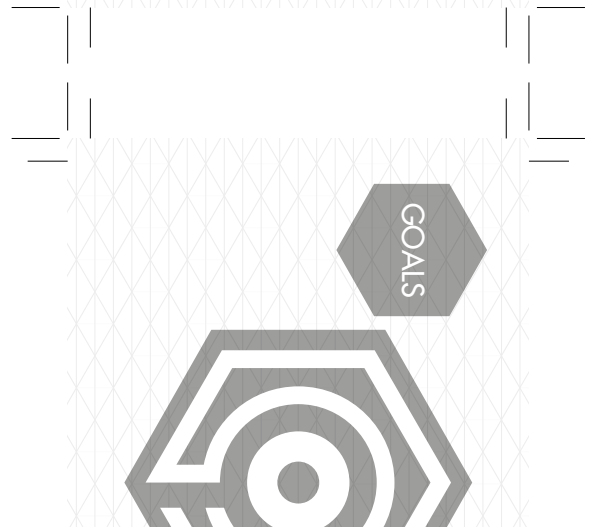
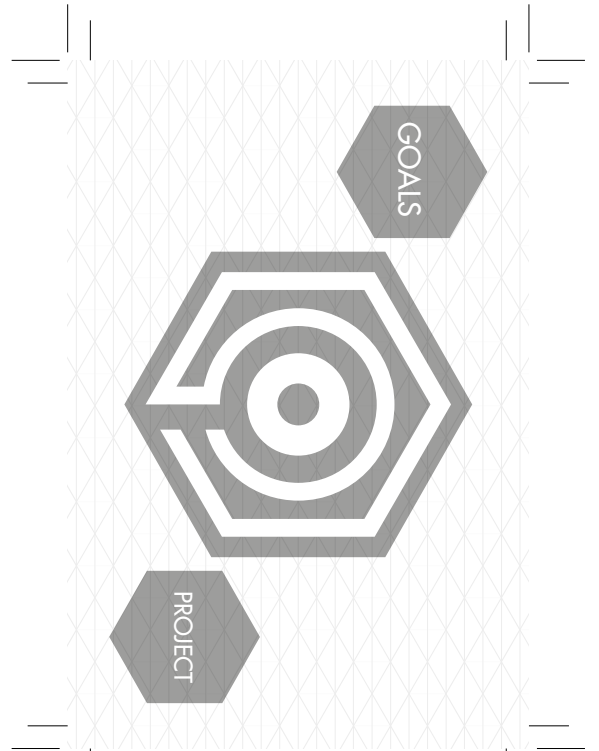
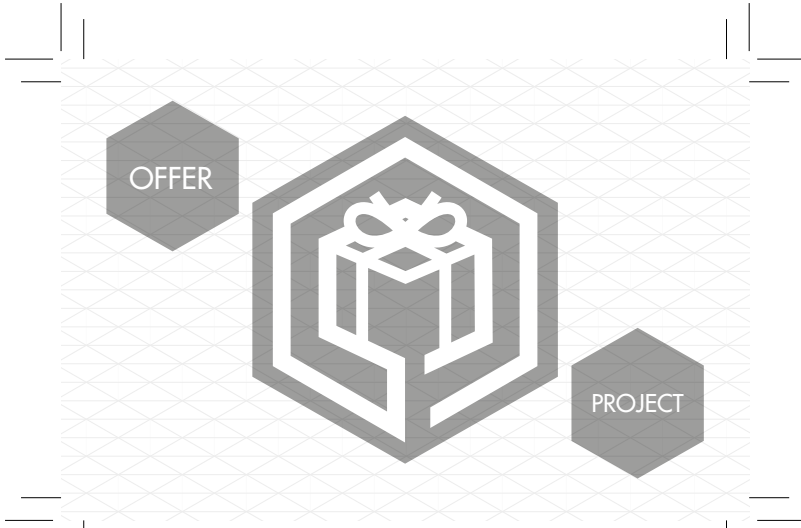
What would you like to gain  
financially from this project?



What makes your offering different  
from that of your competitors?



# FUTURA GAME CARDS







What risks is the client prepared to take in this project?



What would you like to gain professionally from this project?



What risks does the client want to avoid in this project?



What expertise does this project require?



What expertise of your own would you like to contribute to this project?





Three game cards on the left side of the page, each featuring a central hexagonal icon and two smaller hexagonal labels.

- Card 1 (Top):** Central icon is a target symbol. Labels are "GOALS" (top-left) and "BUREAU" (bottom-right).
- Card 2 (Middle):** Central icon is a key symbol. Labels are "PROFESSIONAL EXPERTISE" (top-left) and "PROJECT" (bottom-right).
- Card 3 (Bottom):** Central icon is a key symbol. Labels are "PROFESSIONAL EXPERTISE" (top-left) and "BUREAU" (bottom-right).

Three game cards on the right side of the page, each featuring a central hexagonal icon and two smaller hexagonal labels.

- Card 4 (Top):** Central icon is a star symbol. Labels are "RISKS" (top-right) and "PROJECT" (bottom-left).
- Card 5 (Middle):** Central icon is a star symbol. Labels are "RISKS" (top-right) and "PROJECT" (bottom-left).
- Card 6 (Bottom):** Central icon is a star symbol. Labels are "RISKS" (top-right) and "PROJECT" (bottom-left).



What tasks and responsibilities are you being asked to undertake for this project?



What tasks and responsibilities do you want to undertake in this project?



What financial risks are you prepared to take in this project?



What professional risks are you prepared to take in this project?



What financial or professional risks do you want to avoid in this project?





Three identical game cards arranged vertically on the left side of the page. Each card features a central hexagonal icon with a white starburst design. To the top-left of the icon is a dark grey hexagon labeled "RISKS", and to the bottom-right is another dark grey hexagon labeled "BUREAU". The cards are set against a light grey background with a subtle grid pattern and are framed by dashed lines.

Three identical game cards arranged vertically on the right side of the page. Each card features a central hexagonal icon with a white figure holding a bow. To the top-right of the icon is a dark grey hexagon labeled "TASKS & RESPONSIBILITIES", and to the bottom-left is another dark grey hexagon labeled "PROJECT". The cards are set against a light grey background with a subtle grid pattern and are framed by dashed lines.



What are your principal costs in this project?



In what tasks and responsibilities do you have no interest whatsoever?



How and when is the client able to pay you?



How and when can you cover your costs?



To what extent can the project itself generate income?



# FUTURA GAME CARDS



TASKS &  
RESPONSIBILITIES



BUREAU

REVENUE  
MODEL



PROJECT

REVENUE  
MODEL



PROJECT

REVENUE  
MODEL



BUREAU

REVENUE  
MODEL



BUREAU



What formal and informal agreements will enable you to work with the other stakeholders?



How and when are you prepared to invest in this project?



How will you ensure that you make a profit from this project?



What formal and informal agreements will enable you to cover the risks you are taking?



What important formal and informal agreements does the client want to reach with you?



# FUTURA GAME CARDS



REVENUE  
MODEL



BUREAU

REVENUE  
MODEL



BUREAU

CO-OPERATION  
AGREEMENTS



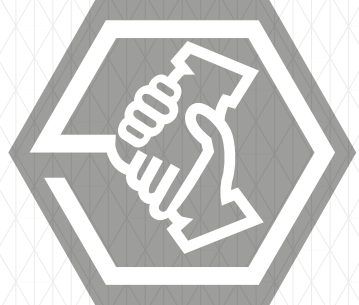
BUREAU

CO-OPERATION  
AGREEMENTS



BUREAU

CO-OPERATION  
AGREEMENTS



BUREAU





Apart from expertise, what other resources do you need in order to carry out your tasks effectively?



What financial agreements will enable you to cover your costs and safeguard your earnings?



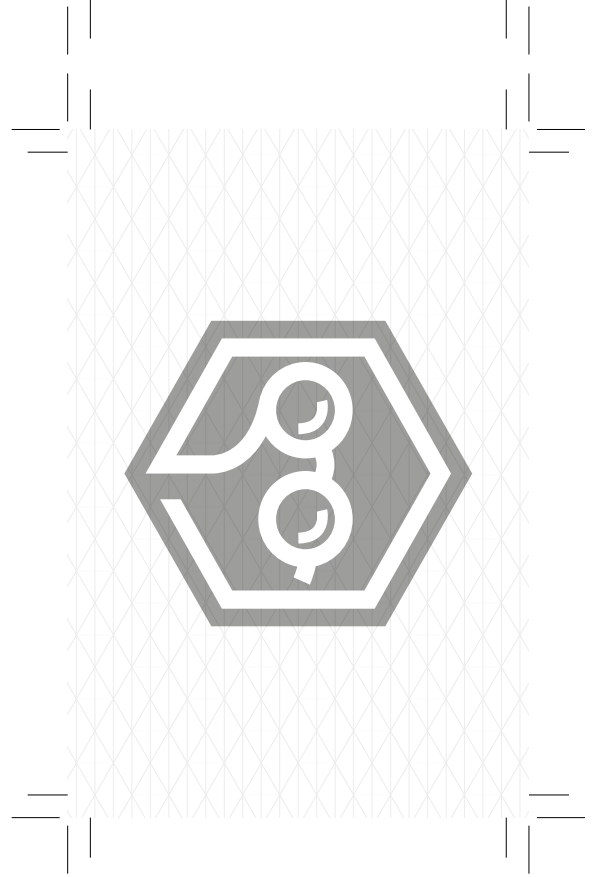
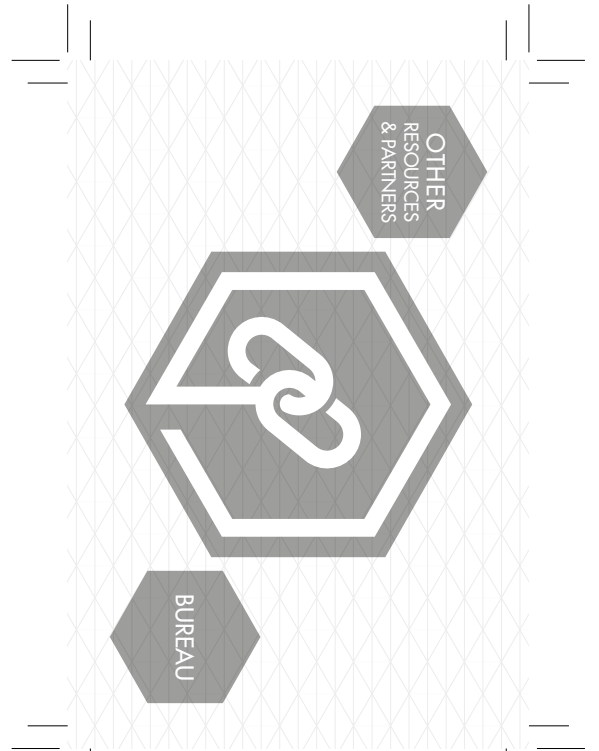
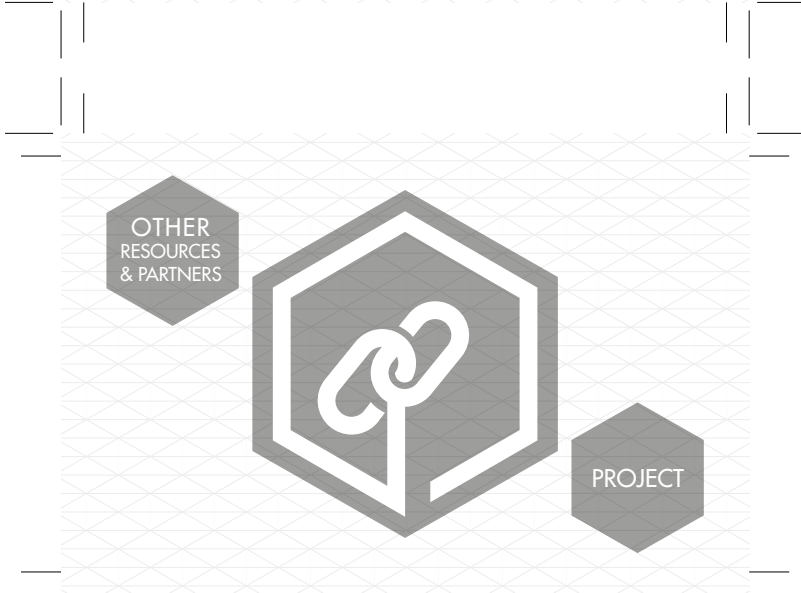
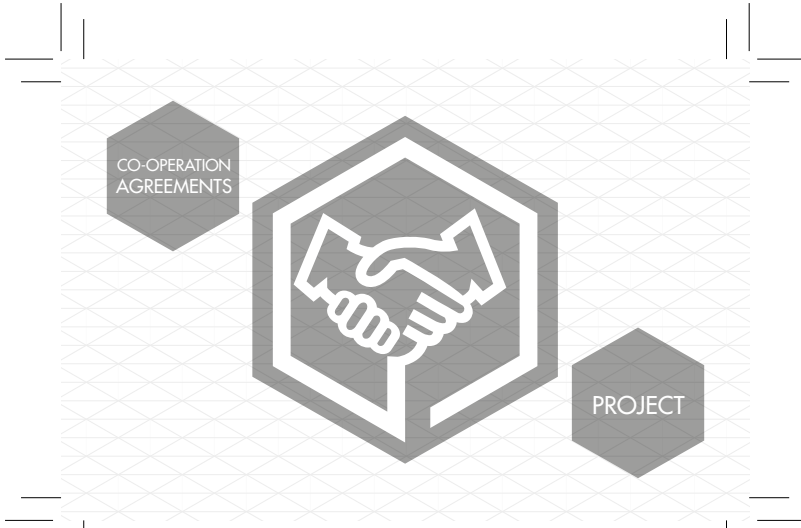
With what partners are you being asked to work on this project?



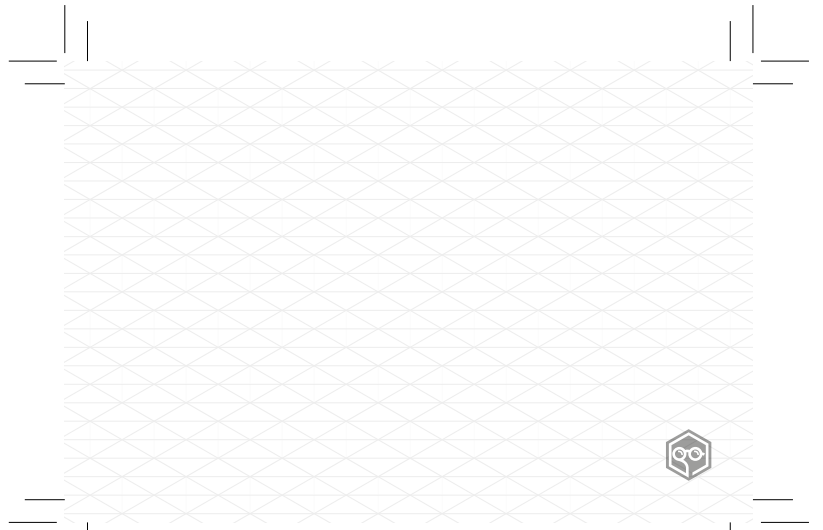
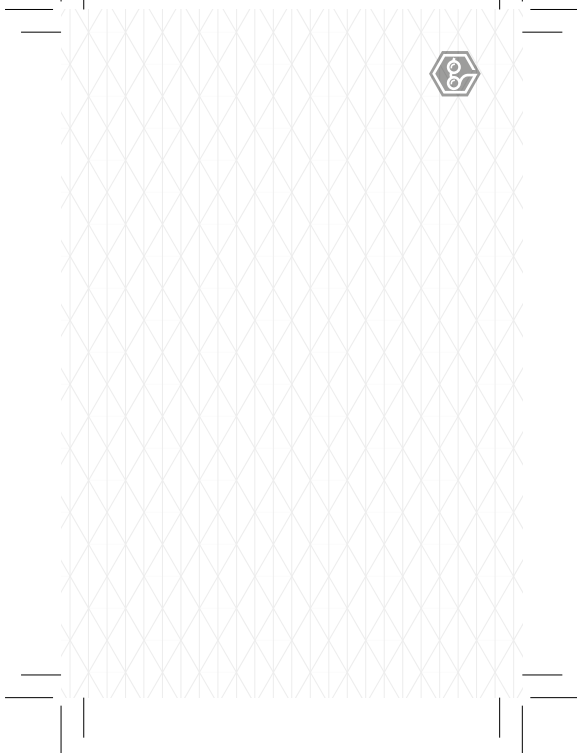
What partners or types of partner do you need in order to carry out your tasks effectively?



# FUTURA GAME CARDS



# FUTURA GAME CARDS







What are the core tasks of your specialisation?



How do you make sure that other stakeholders do not endanger your project goals?



How do you make sure that you play a major role in the project process?



What tasks are better delegated to others?



How do you make sure that you recoup your investment?





INITIATOR



INITIATOR



INITIATOR



SPECIALIST



SPECIALIST





How do you make sure that you and your partners are all pursuing the same goals?



How do you make the design and/or production process more efficient without reducing the value of your product?



How do you make sure that other stakeholders see you as an expert?



How do you earn from the expertise you supply?



How do you persuade other stakeholders to adopt the right revenue model?





SPECIALIST



SPECIALIST



SPECIALIST



PRODUCT DEVELOPER



PRODUCT DEVELOPER







How do you link the benefits of your product to an appropriate revenue model for you, the client and your partners?



How do you make sure that you are able to co-ordinate the process properly, and that you treat yourself and your partners fairly?



How can you earn money from co-ordinating this project?



How do you make sure that tasks and responsibilities are shared out as effectively as possible among all the partners, and that everyone agrees with that allocation?



How can you achieve your professional goals in this project?



# FUTURA GAME CARDS



Three identical game cards on the left side of the page, each featuring a yellow-green color scheme. Each card consists of a large central hexagon with a white outline containing a stylized head profile with a neural network inside. To the top-left of this central hexagon is a smaller solid hexagon with the word "INTEGRATOR" in white. To the bottom-right is another smaller hexagon with a white icon: a chain link for the top card, and a handshake for the bottom two cards.

Three identical game cards on the right side of the page, each featuring an orange-brown color scheme. Each card consists of a large central hexagon with a white outline containing a stylized head profile with a neural network inside. To the top-right of this central hexagon is a smaller solid hexagon with the words "PRODUCT DEVELOPER" in white. To the bottom-left is another smaller hexagon with a white icon: a handshake for the top card, and a dollar sign with a Euro symbol for the bottom two cards.



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