

A Study of the Concept of Image as Expressed Through Corporate Landscapes

Archa Malhotra

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Dr. Patrick Miller, Committee Chair

Benjamin Johnson, Committee Member

Brian Katen, Committee Member

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Abstract

Over the years corporations, are known to have become increasingly concerned with the looks of their physical environments. There are various examples where corporations have made conscious decisions to use the built environment in their company's image building process.

However, there is very little empirical research that explains this relationship between the built environment and its significance to a corporation. The aim of this thesis is to establish and explain the role of landscape in corporate communication. The study concentrates on landscape as an important part of the physical environment and explains how its experience affects the employees of a corporation and how that experience further goes on to affect the corporation's corporate image. The case studies presented in this research demonstrate that landscape no matter how different in scales and contexts can affect image building.

This research aims to provide design guidelines for corporate landscapes and encourage corporations to identify landscape as an integral and equally important aspect of their physical environment.

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Chapter 1: Introduction

1.1 Introduction

It is an indisputable fact that in today's highly competitive world of business, companies not only have to market their products but themselves as well, in order to gain an edge over rivals. In doing so they spend enormous amounts of resources to project the right "image". The success of the image building process is often dependent on the company's communication plan which aims at building the company's reputation among its various stakeholders. The objective of the communication plan is to coordinate everything – annual reports, newsletters, company logos, advertisements, interior and exterior design, as well as staff department and uniforms. "The idea is to create a coordinated image that runs through all facets of the company's appearance"... (Advertiser 1991, February Issue). The corporate communication plan addresses all forms of communication that help in creating a representative image of the organization.

A consistent trend seen in today's corporate world is its ever increasing concern with the physical appearance of the corporations. The physical appearance or physical settings can be described as the immediate built environment from which the organizations operate and with which they are identified... (Berg & Kreiner, 1992). Corporations, today, not only want their physical settings to satisfy the functional requirements of business but also want work environments that are aesthetic and at the same time "express particular and strategic aspects of the organizations and their business"... (Berg & Kreiner 1992, p.41). Symbolism, therefore, seems to be the keyword as organizations increasingly use physical settings to create and project representative "corporate images".

This quest for the corporate image leads to the obvious question do physical settings really help create desired images and if so, how does this happen? The answer to this question can have important implications to those design professionals who design corporate environments.

There are various examples where corporations have made conscious decisions to use the built environment in their company's image building process. However, the fundamental questions of – if and how physical settings affect the corporate image, remain unanswered. As Berg & Kreiner, (1992) put it; there is very little empirical research on this relationship between the built environment and its significance to the corporation.

1.2 Significance And Need Of This Study

It is important for design professionals working in this realm to understand how their work contributes to the concept of corporate image. As stated earlier – the image needs to be coordinated through all facets of the company's appearance. In terms of the built environment it would mean that the architecture, interior design as well as the landscape needs to be designed to symbolically represent the company's personality and thus help form an image. Canter (1983, p 12) states that “the dominant influence of physical surroundings ...is via its significance. It is what the existing surroundings and the proposed modifications mean to people.”

This research focuses on landscape as a part of the physical surroundings and the objective is to understand its role in corporate communication. Groat (1974) says that an important part of people's interaction with buildings is the meanings they associate with them and therefore good design is one which is able to consciously manipulate these intended meanings. This theory can be applied to the landscape as well; and one can argue that a landscape begins to form a representative image of the organization when it is consciously designed to convey meanings to its audience. Landscape architects need to understand how their work can contribute to forming a corporate image. At the same time corporations need to understand how important the landscape is to their immediate built environment. This research will -:

- Determine whether a landscape can help in creating a representative image of the organization thereby affecting the company's corporate image?
- Provide an understanding of how landscape affects the corporate image of an organization. And
- Provide an understanding of how landscape architects can create an image through design for corporate clients.

1.3 Goals And Objectives Of This Research

The goal of this study is to gain an understanding of the relationship between landscapes and corporate image. The following are study objectives necessary to achieve this goal: The objectives are:

- to determine whether corporations consciously make decisions to use the physical settings, and the landscape in particular, to project an image and why they do so,
- to understand how employees perceive and read the landscape, what this experience of the landscape means to them and how their experience of the landscape eventually leads to the concept of corporate image,
- to understand the thought process behind a landscape architect's work and the various aspects of a corporation that a designer consciously or subconsciously tries to represent through landscape design,
- to identify key prompts that a landscape architect can use to take a client through the image building process and lastly
- to point out the limitations of landscape in contributing towards corporate image building.

The information derived from this study will help both designers and their clients who are involved in the design of corporate landscapes and encourage

corporations to increasingly make landscape an intergral and equally important part of their work settings.

1.4 Organization Of This Thesis

This thesis is organized into six chapters. The first chapter introduces the reader to the growing trend of the image building processes of today's corporations. It goes on to further explain the problem statement and the need and significance of this study.

The second chapter is a review of the literature that has guided this research and provides a better understanding of the concepts of image and corporate image. Chapter three explains the methodology of the research – how the study was designed, why specific methods used and finally how the data was analyzed. Chapter four introduces the three study areas and explains the findings specific to each.

The fifth chapter summarizes the findings from the three case studies. And finally, chapter six is based on the implications of these findings. It describes the significance of these research findings, their applicability to the profession of landscape architecture and recommendations for future research.

Chapter 2: Literature Review

The objective of the literature review is to provide a better understanding of the theoretical concepts of image and corporate image as applied to the world of corporations and how these concepts apply to the design of landscapes. The review is divided into four sections and starts with a brief history of the evolution of corporate landscapes in the United States. The concepts of image are explained in the next section. The third section explains the concept of corporate image while the fourth section is a summary of the observations drawn from the review of the literature.

2.1 Brief History of Corporate Landscapes in America

The evolution of corporate landscapes in America is best described by J.B.Jackson¹ (1987), and is what he termed - the emergence of the "lawn culture." He explains that the emergence of corporate landscapes was preceded by the public park and the suburban residential landscapes which were thought to be the ideal American landscapes.

Prior to World War II most corporations still clustered in the downtowns of major cities, but after the war a lot of corporations shifted their headquarters to the suburbs. (Mozingo, 2003). Mozingo explains the shift had two main reasons. The first reason was logistical, with the separation of the management from the industrial production. Not only was there an increase in the number of workers, but the space required by individual workers was much more. This led to tightening of space in central downtown districts. Also the top management (i.e: the CEO's, researchers and development scientists) demanded a university like

1. ¹ Mozingo, Louise A., (2003) "*Campus, estate, and park: lawn culture comes to the corporation*" in Wilson, C., Groth, P., (Eds), *Everyday America: Cultural Landscape Studies after J. B. Jackson*, Berkley, University of California Press, pp 255-274.

settings for their place of work. A shift to the suburbs, thus not only fulfilled the space requirements, but also satisfied the management desires. The second reason had mostly to do with the “image” problem. During the great depression, Americans perceived big businesses as domineering, paternalistic and less democratic; and the architecture of the then existing corporate offices reinforced this notion. So, how did the shift to suburbs help? Jackson (1987) explains that this meant more “greenery.” The new campuses seemed to be inspired by the public parks of the nineteenth century, and therefore not only appeased the suburban residents, but also projected a positive public image. The pastoral mode brought prestige and projected the corporations to look much more approachable.

Thus the newly emerged corporate landscapes *“re-casted the social engineering of the nineteenth century public park and residential suburb...and used the aesthetic, mental and social effects attributed to the park and residential suburb to achieve operational efficiency, local acceptance, employee satisfaction, selective discrimination and favorable self representation.”* (Mozingo, 2003, p. 261) This resulted in three forms of corporate landscapes:

- The corporate campus,
- The corporate estate and
- The office park.

The concept of image has therefore played a very vital role in history of corporate architecture. “Image change” – a result of the change in the physical environment, helped in re-inventing corporations. Not only were the resultant environments a more desired form of work setting, but the once perceived domineering and paternalistic organizations now seemed more approachable and receptive to its various stakeholders. This phenomenon therefore suggests that there is a relationship between corporations and their physical settings and the concept of image. To understand this relationship, I begin with some fundamental questions. These are listed below and the literature review in the following sections aims to provide some answers.

- What is an image?
- What does the term mean in the corporate world, and how does it apply to the landscape?
- Why are image studies so important?

2.2 Image

In the most simplified terms, an image can be defined as

- A visual representation
- A picture in the mind (Oxford Dictionary, 2008).
- A simile or metaphor (Oxford Dictionary, 2008).
- A visible impression obtained by a camera, displayed on a video screen, or produced by reflection or refraction (Oxford Dictionary, 2008).
- The general impression that a person, organization, or product presents to the public (Oxford Dictionary, 2008).

These definitions though simplistic introduce us to the complexity of image as a construct. A great deal of research has been done over the years to understand the concept of image. While some researchers describe it as an object or a tangible stimulus, others like Dichter (1985) describe image as the total impression an entity makes on the minds of people and emphasizes its role in perception and how it influences the way people behave or react to things.

Woods (1975) categorizes this research into four different categories based on external and internal dimensions, and explains how these two views are interdependent. He explains that the basic fundamental differences between these two dimensions lie in the philosophical assumptions.

“Externalists seem to assume that the environment is the source and basis of image and that behavior in the environment is a response to the stimuli contained in the environment. The internalist view on the other hand seems to assume a more active role of individuals in developing images. Though environmental experience is needed to develop an image that image need not accurately represent the environment.”... (Woods, 1975, p.21)

Woods (1975) classification of image research is described briefly below and shown in figure 2.1.

	External	Internal
Specific	Image as Object or Stimulus Pictures or Photographs Graphics Picture Superiority Icon or Symbol	Image as Mental Representation Mental Pictures Mental Rotation Mnemonic Devices Experience Dependent
Comprehensive	Image as Environment Environmental Context Context Induced Mood Environmental Attributes Curb Appeal Spatial Personality	Image as Holistic World View Mental Schema Experience Dependent Associative Memory Mental Networks

Figure 2.1. Four Classifications of Image Research (Woods, 1975, p.21)

As an object

Here image is studied as a tangible stimulus, such as a photograph or a graphic symbol. The method is useful in communication or learning in cognitive processes.

For example, of the two images below, the first one is the logo for International Business Machines (IBM), a multinational computer technology and consulting corporation, while the second image is a poster for the same corporation. Though the images are different, they help identifying the same corporation. The two images thus serve as objects that communicate to the audiences, information about the same company.



Figure 2.2. Logo for International Business Machines (IBM) Designed by Paul Rand

Source : (http://www-03.ibm.com/ibm/history/exhibits/logo/logo_1.html)



Figure 2.3. Poster for International Business Machines (IBM) Designed by Paul Rand

Source: ([://www.paul-rand.com/posters.](http://www.paul-rand.com/posters))

Image as an object is also helpful in landscape assessment studies where the researcher is studying environmental perception. The image serves as an external stimulus that evokes responses.

For example, the two images below can be used to study which of the two paving patterns are preferred when compared to each other.



*Figure 2.4. Paving Pattern of permeable pavers and grass.
Source: (Garden Design, 2007, vol 148, p 81)*



*Figure 2.5. Paving Pattern of Slate tiles and inter-planted moss.
Source: (Woodhams, P. 1999, p 158)*

As an environment

(In terms of environmental context and spatial personality)

An image can also be viewed information about an environment and not just that of a single object or picture. This method is useful to identify factors that influence environmental cognition, attitudes and behavior.

The concept of image as an environment is briefly explained below.

Figures 2.6, 2.7 and 2.8 are taken from Gordon Cullen's book, The Concise Townscape, (1971). Each image is used to depict a particular trait of spatial attribute of the environment they are a part of. Here, what Cullen is

actually describing is the image as information about an environment that people experience. For example, figure 2.6 is used to describe “occupied territory.” In terms of information, one could look at the picture and say that it’s a picture of three different paving patterns, or that of a walkway along a street. On the other hand if one is a part of that physical setting, the same image becomes knowledge of the environment and the three different paving patterns can be read as three different territories. Similarly, Figure 2.7 conveys information about the landscape to the viewer that represent “enclosure” in a spatial environment, while Figure 2.8 contains information that indicates “grandiose”. The objective of this thesis is to understand how the landscape and the attributes of a landscape contribute to the concept of corporate image.



Figure 2.6. Paving Occupied Territory
Source: (Cullen, G.1971, p23).
The Concise Townscape.



Figure 2.7. Enclosure
Source: (Cullen, G.1971, p25).
The Concise Townscape

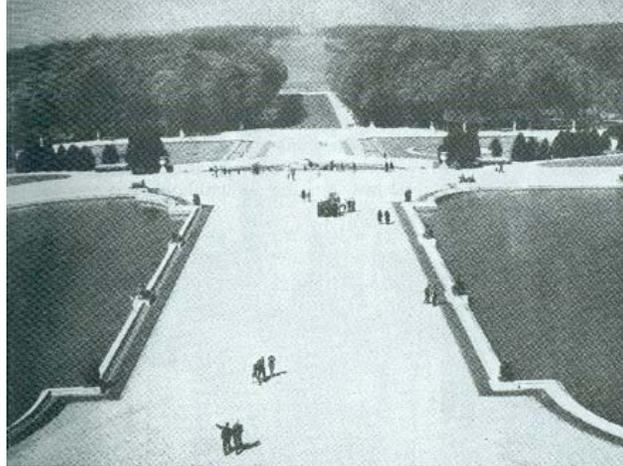


Figure 2.8. Grandiose

Source : (Cullen, G.1971, p 41). The Concise Townscape.

As a mental representation

(As in mental pictures)

Here image is studied as mental pictures that aids memory and helps in spatial analysis. Even though one does not have an actual picture in hand, a person develops a mental picture based on past experiences or perception.

Figure 2.9 below shows a girl imagining and writing about fall colors. Even though she may not be physically present in the place or have a picture in front of her, she has a mental image based on past experience or imagination.

Similarly, when one talks about corporate environment, each individual could have a mental image about it. These images could be drastically different or similar for similar settings. For designers it is important to understand how these images are formed and how can they be used facilitate the design process and meet client needs.

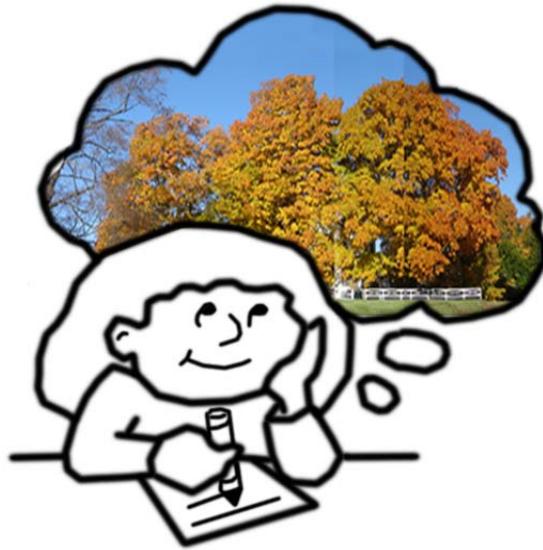


Figure 2.9. A girl imagining about fall colors.

As a holistic view of the world

(Relates it to mental networks, mental schema and associative memory).

Images are also helpful in making sense of world in which we live. Boulding (1956) describes image as an interaction between knowledge, experience and the perception of an object or group of objects. In landscape architecture, this theory is used to evaluate environmental perception.

Of the four categories described by Woods (1975), the concept of corporate image can be categorized under "*Image as a holistic view of the world*" ...

(Woods, 1975, p.25)

To explain why one would do so, it is important to understand the term "Corporate Image" and review the literature on it.

2.3 Corporate Image

In corporate terms, Riordan et al. (1997) characterize image as an individual's perceptions about the actions, activities and accomplishments of an

organization. Kennedy (1977) and Dowling (1986) argue that a company does not have one image but multiple images as each individual has a different set of interaction with the company and therefore is likely to have different images. Riel (1998, p. 313) summarizes the concept of corporate image as a set of meanings about the company in the minds of the stakeholders. They say that image is a *“sum of the different perceived features of the company... and a holistic impression of the position of the object in relation to its competitors.”*

These theories therefore explain that corporate image relates to mental networks, knowledge, experience and perception. How it does so, can be explained by further reviewing the literature.

Image is often linked with personality. In the case of corporations, Spector (1961) explains that stakeholders often view them as though they have personalities and are therefore humanized. As a result image assumes the nature of an attitude and therefore has an emotional component associated to it.

Since image has a relationship with the actions of the organization, it is also studied as an indicator of the social performance of an organization. Dowling (1986) explains that a firm’s image reflects the public’s image of its corporate social responsibility.

Image also affects the work activities of an organization’s employees. (Dutton and Dukerich 1991) and (Riordan et al. 1997).

Another important function of image explained by Riordan et al. (1997) is that it is a function of the signals an organization gives its stakeholders; and so it is a very helpful method of observing otherwise unobservable characteristics of an organization. Image perception therefore influences market transactions and consumer’s perceptions of price level of goods or services (Klein and Leffer, 1981), job seekers decisions to apply for employment (Gatewood et al. 1993), and investor’s decisions to invest in a firm. (Milogrom and Roberts, 1986)

Image is therefore a very important concept for corporate organizations and needs to be further explored; as in the case of this thesis for its relationship to landscape architecture.

2.4 Observations and Hypothesis

Having looked at the history of corporate landscapes in America and after understanding the concept of corporate image, one can begin to hypothesize that landscape can help form an image for the corporation, and therefore, there is a relationship between the two. Relating it to Wood's (1975) classification, landscape can be described as an external factor or view that formulates image as an environment. Corporate image however is a holistic view. The relationship between the two occurs when the spatial environment portrayed by the landscape influences the experiences or perceptions of its audience² thereby becoming a holistic view (Figure 2.10).

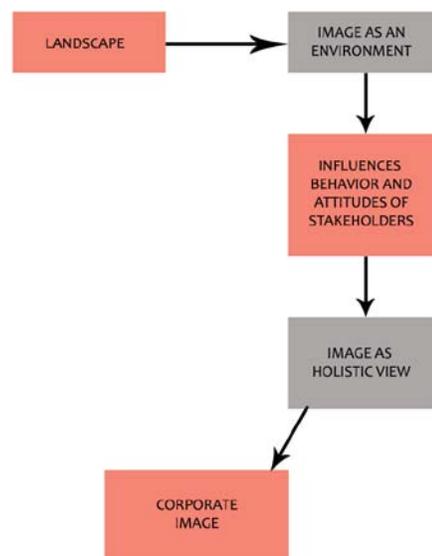


Figure 2.10. The relationship between Landscape and Corporate Image

The questions that now arise are – Can landscapes be designed to influence experiences and perceptions that affect corporate image? And if so, how is it done? To answer these questions, this research adopts the methodology of

² The audiences in the case of corporate image are the various stakeholders of a corporation. For example, the employees, the clients and any other entity that is in direct or indirect contact with the corporation.²

exploring different corporate landscapes. This is done to gain an understanding of the following:

- The corporate image desired by the corporation
- The design of these corporations, specifically the landscape and
- The key role players, which in my research have been identified as the landscape architect, the management and the stakeholders.

The approach here is to find out what image the corporations wanted to project; did they consciously design their built environment to project the same; and if so, were these efforts read by their audience?

The methodology chapter that follows describes how the literature reviewed in this section has been analyzed to formulate a research design that studies the concept of image in corporate landscapes.

Chapter 3: Methodology

3.1 The Research Approach

Corporate image is subjective. As described in the literature it is a resultant of the set of interactions an individual has with the corporation (as shown in figure 3.1). These interactions are varied and differ from individual to individual.

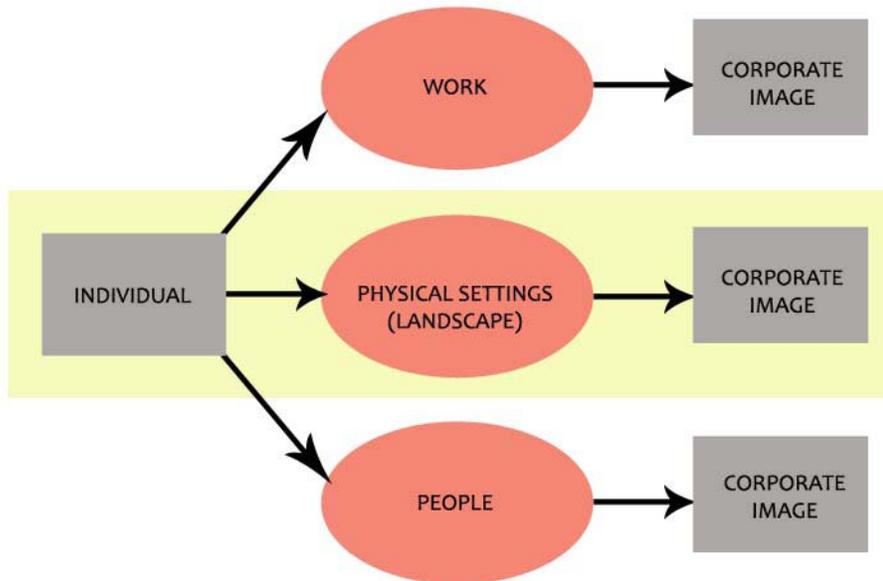


Figure 3.1. The different interactions an individual has with the corporation

In order to understand the correlation between a landscape and a corporate image, one must examine how the experience of a landscape affects the corporate audience thereby contributing to corporate image. This research is therefore designed as a qualitative study where the aim is to understand how

the design and experience of a landscape affects people thereby contributing to a corporation's corporate image.

This study investigates three different corporate landscapes. The selection of these landscapes was based on three main factors -

- 1. Type** - To understand the relationship between a corporation's image and landscape one must look at more than one type of landscape to be sure that the relationship is present in different types of landscapes and not just one particular kind. The corporations chosen are very different in the nature of the work that they do thereby providing scope for study involving very different corporate images. The Center for Innovative Technology established in 1988 is a non-profit government backed entity that supports scientific research. It is located in Herndon, Virginia – a suburb of Washington D.C which is now a major technology corridor; and is housed in about an acre of land. The second- Gannett/USA Today, is a media giant. Its sprawling 26 acre corporate headquarters was established in 2001 in McLean, Virginia- another suburb of Washington D.C. And finally the third study area i.e.: The National Association of Realtors is a professional trade organization. Its headquarters, established in 2004 are located in Washington D.C on a small triangular site with a very urban context. Each landscape is therefore different from the other not only in terms of the organization it is a part of but also in terms of scale, context and the time frame that it was designed in.
- 2. Acclaim** – The three landscapes are award winning landscapes. These have received acclaim in the field of landscape architecture. Therefore one can begin by building on the assumption that if there exists a relationship between corporate image and landscape it would probably be most evident in a landscape that has achieved some acclaim in the field of professional practice. And finally
- 3. The designer** – These landscapes are designed by prominent landscape architects, who are known for the quality of their design work. Here again, this research builds on the assumption that if a relationship exists between

landscape design and corporate image one would expect that these landscape architects would be capable of achieving it in their design work.

Three landscapes were chosen because that number would give some repetition and yet would still be doable in the time frame of a master's thesis.

3.2 Participant Selection

The participants of this research are the key role players involved in the image building process and are as follows -

- Management - The management plays a vital role in helping one understand what image the corporation wants to project.
- Landscape architect - The landscape architect plays a very crucial role in designing a corporate landscape that can possibly portray or create the desired image of the organization. One is also interested in the extent to which the designer is consciously trying to achieve an image for the client and how they go about that. And finally
- Stakeholders – Stakeholders can be defined as all the individuals that come in direct or indirect contact of a company and those that are affected by the organization. These include the management, the employees, the people who have invested in the company, the government or any other individual that is affected by the organizations decisions and functioning. This group is the most vital to this research. The descriptions of their experience help determine the success or failures of a landscape in contributing towards image building.

For the purpose of this research the stakeholders studied are limited to the employees of the corporation. Though corporate image is a function of how a

company's actions are perceived by all its stakeholders, studies suggest that the most important user group is the employees of the organization. Kennedy (1977) explains that employees should be the focus of attention since they are potential salesmen. Employees tend to portray an image of the company as it affects them and all other people external to the company but coming in contact with it receive the same image. Riordan (Riordan et al., 1997) reinforce the importance of employees by explaining that they are vital to any company's performance. Since company's image is related to the work attitudes of people, the organization's behavior can directly impact the way employees behave and work for an organization. The image effects "an employee's sense of self and is used the gauge how outsiders judge them" ... (Riordan et al. 1997, p. 402). Therefore, in order to analyze the effect of a landscape it is important to study how employees react to the image of the environment (as created by landscape architects), what it means to them and how this image is perceived in a holistic way.

3.3 The Research Design

This research was designed as a qualitative study in order to fully explore attitudes and values that shape the concept of image for different types of people. The criterion sampling method was used to select the participants. Three different samples of research participants emerged depending on their roles (i.e.: the landscape architects of the corporations, the management officials of the corporations and the employees of the organization). The study participants for each individual organization consisted of one landscape architect, one management official and two employees. Initial contact was made through e-mails to the landscape architects and the corporate management. Management officials further went on to suggest employees who would be willing to be a part of this study. The identities of the landscape architects and management officials are revealed in the study with their

consent, but those of the employees have been coded to prevent any potential risks.

Data was collected through personal or telephonic interviews based on predetermined interview protocols. A protocol can be defined as a format for obtaining information.

In this case it was a set of questions that directed the flow of the interview and also served a starting point for a thread of questions.

There were three different types of protocols; one for the landscape architects, second for the management officials and third for the employees. The main questions of the protocol were developed to guide the conversation in an open ended format. Potential questions were also outlined to generate further in depth questions on the main topics. Finally, additional questions were asked as required, during the interview, depending on the responses obtained by the interviewee. These helped explore the participant's responses.

The data collected during these interviews was audio taped and later transcribed by the author. Each conversation was studied and coded to gain a better understanding of the participants' experiences and or accounts.

The three corporate landscapes and the findings from the interviews are described in the following chapter.

Chapter 4: Case Studies

4.1 Study Area - 1

The Center for Innovative Technology Herndon, Virginia

4.1.1 Established

The Center for Innovative Technology, (CIT) was established in 1985, while the headquarter building was completed in 1988.

4.1.2 Mission

The CIT, is a nonprofit, government backed entity that supports and accelerates scientific research. It was established with a mission to enhance the research and technology transfer activities of Virginia Universities. It now works towards closing innovation gaps by focusing on new technologies, entrepreneurs and companies that make innovation happen.

4.1.3 Background and Desired Image

The headquarters building, completed in 1988 was built on land donated to the innovative technology authority by the common wealth of Virginia. The site, adjacent to the Dulles toll way, had practically no development around it and as Peter Jobse, President of the CIT puts it – *“there was nothing there”*³. The authority through its work and physical settings thus *“wanted to make a public statement about its commitment to the advancement of technology”*⁴.

This thought was therefore the underlying principle behind the design of this 650,000 square - foot office and research facility.

³ Excerpts from authors interview with Peter Jobse

⁴ Excerpts from authors interview with Peter Jobse

4.1.4 Design

The corporate headquarters of the CIT were designed by the architecture firm Arquitectonica in conjunction with Ward / Hall Associates, to represent the organizations quest for technology. Martha Schwartz designed the landscape of the headquarters.

Bernardo Fort-Brescia, the architect explains that the composition of the buildings, “exploits the imagery of modernism and...movement” (Papier, 1990, p. 51) (See Figure 4.1.)

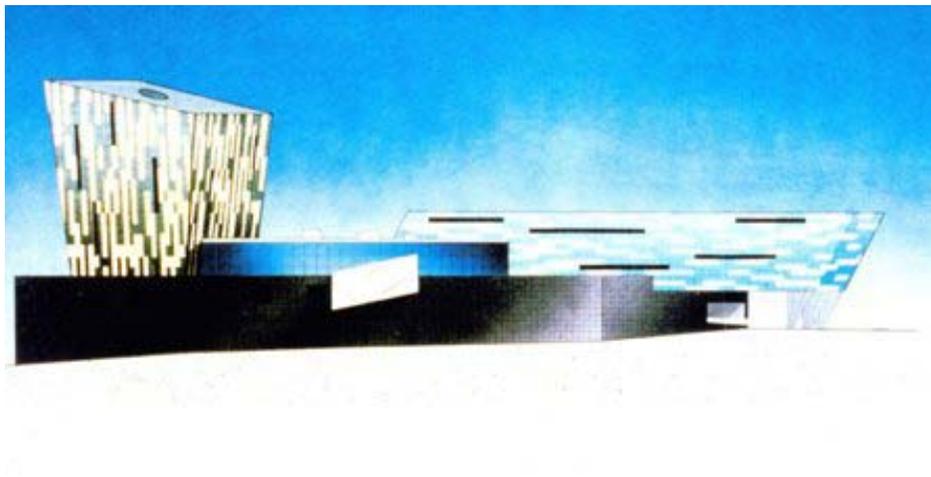


Figure 4. 1: Elevation of the CIT Headquarters showing the composition of the various building elements.

Source: (Papier, D, 1990, p 55,) Landscape Architecture, 1990, Volume 80.

The corporate campus, presently consists of

- The administrative tower that seats the headquarters of CIT,
- Low rise offices and laboratories for the Software Productivity Consortium
- A common lobby connecting the above mentioned two facilities
- A 125 seat auditorium and
- And a four storey parking garage under the buildings. (As shown in Figure 4.2.)

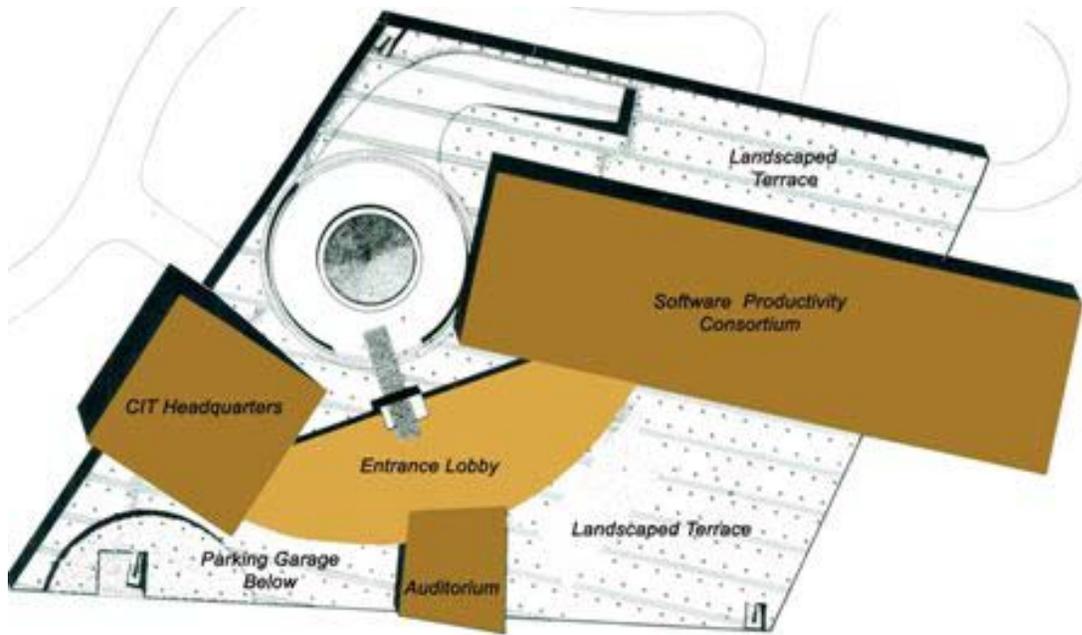


Figure 4.2: Plan of the Center for Innovative Technology

Source: (Papier, D, 1990, p 52,) Landscape Architecture, 1990, Volume 80.

A unique and striking feature of this corporate campus is its relationship with the surrounding landscape. The internal layout is so designed to reinforce this relationship between the inside and the outside. There are ample views of the outside from within the buildings. For example, the entrance lobby has been designed as a place of arrival and one notices the dominance of the surrounding landscape on arrival (See Figure 4.3).



Figure 4.3: View of the surrounding landscape from the entrance lobby.

Externally, the buildings - blue, black and silver glass rhomboids constantly change by capturing and reflecting the landscape as shown in figures 4.4 & 4.5.



Figure 4.4: Reflection of the turnaround at the front of the complex.



Figure 4.5: Reflection of the landscaped terrace and surrounding trees on the building façade.

The various terraces and the roundabout designed by Martha Schwartz on the other hand complement the architecture of the headquarters. Schwartz explains her design as follows (Papier, D, 1990).

- The flagstone “welcome mats”, at the entrance are deliberately placed at an angle to mirror the obliquity of the building facades. (Figure 4.6)
- The blue mirror globes look like pieces of the building façade, while the paved area on one of the terraces, two dimensionally represents the SPC building. (Figure 4.7)
- Also, the formal Bosque of little linden trees is designed to create a garden like feeling. (Figure 4.8).



Figure 4.6: Aerial view of the entrance roundabout showing the flagstone “welcome mats”.

Source: (Mays, V, 1989, p 93,) Progressive Architecture, 1989, Volume 70.



Figure 4.7: Paved area representing the SPC building. *Figure 4.8: The Bosque of little linden trees.*

4.1.5 Interviews

4.1.5.1 Management

To understand the company's corporate image and the steps taken by the Center for Innovative Technology towards building and projecting this image, an interview was conducted with Peter Jobse, in his office. Jobse is the president of the Center for Innovative Technology and joined the Center in October 2002 as executive vice president and chief operating officer. In May 2003, CIT's board of directors selected Mr. Jobse as president of CIT and in 2006 named him president and CEO. Although Jobse was not a part of the decision making team when the headquarters were designed, discussions with him revealed the thought process behind the design as well as the importance of the Center's physical settings to its corporate image.

He explained *"Everything that is done from the landscape or from an external standpoint is to enhance the image of the building and to enhance the image of the company as very advanced high technology"*. He further went on to explain that the buildings were unique and iconic and expressive of high and advanced technology because of their *"clean, hi tech, ultramodern and atypical"* look. According to him, the designed landscape accentuated the building while the naturalized areas around the building represented the harmony between natural and built areas, thus preventing the image of *"dominance of technology over nature"* and it not being *"a good thing"*. See Figure 4.9.



Figure 4.9: The CIT Headquarters and the surrounding landscape.

Source: Courtesy of the Center for Innovative Technology.

Jobse's, confidence about the success of the CIT headquarters in making a public statement about its work and creating the desired corporate image of a high technology corporation is expressed in the following quotes –

"...There is no doubt in my mind that people know that this building and what we do is representative of technology. When we tell people where we are physically located, and you describe the look of the building and they immediately know where you are, which is very atypical I think. People know either addresses but they don't know the way buildings look..."

"...We had a corporate logo that was changed three years ago and interestingly enough we changed the logo to represent the building. Because the building had become so engrained with our culture and with our image and what people recognized..." See Figure 4.10.



Figure 4.10: Logo of the Center for Innovative Technology depicting the organizations headquarters that has now become its identity.

Source : (Center for Innovative Technology, 2005, cover page). Annual Report 2005.

However, when asked about the fate of the surrounding landscape and consequently the image change, 15 years from now, he said

"...the landscape will definitely change...it's hard to just keep trees because they look good in the building...we will make the decision to use our land to do development to do development to be able to monetize the value of that land. You know it gives us more money to do what we can do..."

The C.I.T landscape is therefore going to change over the years to accommodate future development.

4.1.5.2 Landscape Architect

Martha Schwartz, principal of Martha Schwartz Partners, designed the landscape for the CIT headquarters. In a telephonic interview, Schwartz said that apart from creating a garden or an outdoor space for the headquarters, the intent of her design was to *"create another surface of the building"*. She explained that the building itself *"had a very strong attitude"* and she wanted to create a surface that integrated well and accentuated the architecture.

On being asked about the steps taken towards image building, Schwartz explained it as follows – *"...the company chose this piece of architecture from a competition. They had a lot of choice about how they wanted to be represented. So I think the major choice was the company's choice when they chose Arquitectonica. Our choice was to do a landscape that kind of embodied and reiterated the architectural motif"*. Reiterating this

architectural motif was not an easy task for her as the organization had its set of apprehensions and expectations from the landscape design. She explains – *“...the clients were definitely you know brave and forward thinking enough to actually build something that was actually that contemporary. When we wanted to do was bring some of the color in the architecture on to the ground plane by using these blue gazing globes. Gazing globes made of glass, but the client thought it was such a radical move that they had a hard time accepting it. ...and what happened was that even though they were very scared and skeptical about these blue gazing globes, we actually purchased them ourselves and attached them so they could sit out there for a couple of weeks and if they didn't like them we would take them out.”* These globes were never taken out and can still be seen in the CIT landscape (as shown in figure 4.5).

4.1.5.3 Employees

The success of the design for CIT was also evident from the interviews conducted with the employees of the organization. These discussions not only revealed uniformity between the projected image (by the organization) and perceived image (by the employees) but also helped understand how association and experience of the landscape and physical settings affected image perception. These interviews are described as follows –

Employee 01 (coded as Ann)

Ann, who has been working with the Center for Innovative Technology for about two years, described her image of the organization as one that *“invests in the community and looks to accelerate technologies.”* She liked the building and the surrounding landscape and claimed that it was her *“favorite place to work”*. The surrounding landscape and the visual connection between the interior and exterior of the building was one of the main reasons why she liked working in the CIT headquarters. She described the settings as *“comfortable”* and went on to

explain that the visual connection did not make her feel as “stressed” as she did “in other work environments with the same kind of function”. On asking about the importance of landscape to a company’s image she felt that it did not play “that great a role on the company’s image” but accepted that the physical settings of the CIT headquarters were certainly noticeable to the extent that people were curious about the building and therefore knew CIT. According to her, the landscape “enhanced the feel” or look of the building, but needed to be more “dramatic” for it to express the company’s image or work.

Employee 02 (coded as Susan)

Susan, another employee, who has been working with the CIT for about 14 years, perceived the organization to be a “highly professional technology corporation”. She explained that she worked in the CIT headquarters building (with another company) before she started working for the company. Her image about the organization was formed before she joined the CIT. Interestingly enough most of her impressions about the organization were formed “by the surroundings and the building”. In her opinion, the building was extremely modern, “very pristine...very contemporary” and impressive for the time that it was built and very different from anything that she had ever worked in. She liked the landscape for its manicured look, symmetry, neatness and “clean lines”. She described the affect of the settings as follows –

“...regardless of what went on inside (and it ended up being that way), you got the feeling that you were working in some really advanced, very modern and highly professional environment...”

Susan, like Ann, liked and stressed the importance of the existing visual connection between the interior of the building and the surrounding landscape. When asked about the importance of landscape to a company’s image, she agreed that it was important and helped, but wasn’t sure if it was “critical to the success of an organization”.

She explained the relationship between the company’s corporate image and the physical settings as follows –

"... I know that people who come to this area recognize the corporation because of the building...there is intrigue involved and curiosity about it. This somehow raises the level of the organization and I don't understand that and it doesn't sound right but it does happen".

Therefore, according to Ann, recognition and curiosity related to the company's physical settings were contributing towards its corporate image.

4.1.6 Observations from Case Study 1

Analysis of the interviews brings forth some interesting observations.

1. **Physical settings and landscape can be used effectively to project and create a desired corporate image.**

From the discussions with the management and employees of the Center for Innovative Technology it is evident that the building and its settings have been extremely important to the organization's corporate image. From this study, one can therefore conclude that physical settings and landscape can be used effectively to project and create a desired corporate image. Quotes supporting these findings from the interviews are as follows -

Interviewer: Do you think that the physical settings such as architecture, interior design and landscape help in creating or enhancing CIT's corporate image?

Peter: Yes.

Interviewer: How do you think these help in creating a corporate image?

Peter: Everything that is done from the landscape or from an external standpoint is to enhance the image of the building and to enhance the image of the company as very high advanced technology...There is no doubt in my mind that people know that this building and what we do is representative of technology.

Interviewer: Was the image that you have about the Center for Innovative Technology formed before you joined the company or after?

Susan: Yes it was formed before I joined the company. Well, I worked in the building before I worked in the organization so a lot of my impressions were made by the surroundings and the building itself...at the time that it was built it was extremely modern and very impressive and different from anything I had seen or I had worked. So that's how I formed that opinion. Regardless of what goes on inside, (and it ended up being that way) you got the feeling that you were working in some really advanced, very modern, highly professional environment.

It is evident from the excerpts presented that the CIT has consciously used its physical settings to project its desired image. The quotes depict the management's confidence in the success of this method of corporate communication and also provide an example of an employee for whom the design of the immediate built environment has helped formulate a corporate image.

2. Physical settings that generate curiosity affect the image of the corporation.

The Center for Innovative Technology, serves as an example where curiosity about the building helped create a positive image of the corporation among employees who are associated with the organization.

Interviewer: Do you believe that landscape can be important to the corporate image for an organization?

Ann: I am not sure it plays that great a role on the company's image. Certainly the building is identifiable; everybody knows this building and this campus. People are curious to know what we do and when people find out I work in this campus the first question is "what is that building about?" Everyone notices it to the extent that it makes people curious and makes

people know CIT and know the campus and I think associate the organization with it.

Interviewer: Can you pick examples within the existing landscape and explain how an element or character helps represent or build CIT's corporate image?

Susan: Well I don't know what in particular I can pick and point out but I know that people who come to this area recognize the corporation because of the building...there is intrigue involved and curiosity about it. This somehow raises the level of the organization and I don't understand that and it doesn't sound right but it does happen.

While Ann explains, the settings help people "know CIT" and associate the campus with the organization, Susan admits that this curiosity about the building affects the organization positively. One can therefore say that physical settings that generate curiosity can affect corporate image as in the case of the CIT.

3. Landscape is an important and intrinsic part of the "Package" ^{5*}.

According to the management as well as the employees, the CIT headquarter building (and therefore its architecture) has played a very important role in creating a corporate image for the organization. Although they do not believe that the corporation's landscape has been equally important in the image building process, they accept that it is an important part of the "package".

Interviewer: So in your opinion the architecture is more important for the image of the company?

⁵ *Package – refers to all corporate image building techniques including the physical settings - the architecture, interior design and landscape*

Peter: The architecture is definitely more important in creating an image. I would only say that in this case. The landscape and building need to be designed in harmony...had the landscape not been considered with this building and we had poured concrete all around it and turned it into an outdoor café or something, it would have been a horrible transition between what's natural and what's built and the feeling would have been more of the dominance of technology over nature and it would have thus projected that technology is not a good thing. It needs to be harmonious.

Interviewer: OK. So that's about the building, what about the setting and the landscape?

Susan: ...I guess it's a part of a big package...of a well thought out plan of some type of innovativeness, I suppose. Innovative structure ...or Innovative landscape.

In the case of the CIT, its landscape is probably not the most evocative component of the physical settings that contributes towards its corporate image, but it is certainly recognized as an intrinsic part of the built environment that works as a whole to create the desired image. Landscape therefore is an important component of the physical settings. It may not be solely responsible, but it works with various elements of the physical settings towards image building.

4. Employees prefer work settings that have visual contact with the surrounding landscape.

Visual contact with the surrounding landscape in work settings is important to employees. It helps reduce stress and has a therapeutic effect. See figure 4.11.



Figure 4.11: The entrance to the building. Arrow 1 shows the reflected landscape in the building façade while “arrow 2” shows the landscape across the building, therefore representing the visual connection between the inside and outside.

Interviewer: What do you like most about these settings?

Ann: Its very open and airy, there are a lot of windows, even in areas where people are not in offices you still have access to light and windows. There isn't that feeling of being in a cubicle. It's a wonderful environment.

Interviewer: So it's nice to be visually connected to the outside?

Ann: Yeah. And you'll notice that, and I'm sure you've probably noticed that as you have walked around, that there is a view everywhere and you are not very far from a window at all.

Interviewer: What do you like most about these settings?

Susan: ...What I like about the building, having worked here for all these years is that the architects designed the building with a lot of windows and a lot of light. Regardless of where you sit you can see outside, just like we can from here...that's the thing I've enjoyed the most working in this building is the fact that you can always see outside and that is very important to me at least.

From the quotes above, it is evident that visual contact with the surrounding landscape considerably affects the quality of the work environment and employees highly prefer it to the cubicle settings in most offices.

5. The perceived image is dependent on the character of the landscape.

An analysis of the interviews reveals that the character of the landscape affects the image. For example – naturalized areas of the landscape, like the woods have a therapeutic affect on the employees, and also create a positive image for the corporation, by representing harmony between the natural and the built.

Interviewer: Can you describe how landscape has been important to the corporate image of the organization?

Peter: When the original landscaping, to go with the building was developed it was designed to complement and accentuate the building...The other thing that was an important part of the integration of the building with the landscape and the management of the landscape was this whole concept of something that is very new, very different, very advanced in technology rising out of the forest. In the latter part of the 1980's they called it "the machine in the forest" and so the image of forestation and the image of greenery around the building has always been important.

However, the extent of the naturalized landscape must be limited to as to prevent an “unkempt” look.

Interviewer: So in terms of the character of the landscape which one do you prefer – the naturalized or the manicured one?

Peter: We have a little bit of both. You know if you let it all go natural it would look a little unkempt...

Similarly, manicured landscapes represent neatness and speak about the company’s professionalism.

Interviewer: What do you like about the landscape?

Susan: I like it because it’s very pristine and very symmetrical in a sense... I like the neat landscape, that is manicured and that is very pristine. I really like neatness. So that’s what I like about it.

Unwanted elements or trash in the landscape, project a negative image of the company.

Interviewer: Are there any elements you think that can be changed or removed to better reflect the company’s image?

Peter: I can’t think of anything on the landscape side that I have looked at.....there is... and this is kind of indicative of how you view the images as it comes on itself –....down into the woods... a small shack, and outside of that shack is that typical three or four abandoned vehicles and they really put a dent in the beauty of the image when the leaves fall down. So yes...to fix the landscape would be to put the trash away that you see

when the trees are bare...that's the only thing that I can think of. For me that's like an eye sore.

Therefore, the perceived image is dependent on the character of the landscape.

4.2 Study Area - 2

Gannett / USA Today Headquarters McLean, Virginia

4.2.1 Established

The company headquarter building, located in McLean was completed in 2001.

4.2.2 Mission

Gannett Co., Inc. is a leading international news and information company whose mission is to provide must-have news and information on demand across all media. The company was founded by Frank E. Gannett and associates in 1906 and incorporated in 1923. It went public in 1967 and later reincorporated in Delaware in 1972. In the United States, Gannett Co., Inc. publishes 85 daily newspapers, including USA Today, and nearly 1,000 non-daily publications. It is the largest newspaper publisher in the United States. The company also operates 23 television stations in the United States and a number of internet sites offering news and advertising. Internationally Gannett has its presence in Guam, the United Kingdom, Canada, Belgium, Germany and Hong Kong... (www.gannett.com).

4.2.3 Background and Desired Image

The Gannett Corporation moved to its present headquarters in 2001. Before moving to McLean, the company operated from a rented facility, (the top of two twin towers) in Rosslyn, Virginia. The functional and space constraints of the rented facility led Gannett to establish its own headquarters and provided lessons for its design. Not only did Gannett want separate identities for the corporation (Gannett Co., Inc) and the newspaper (USA Today) but it also wanted a corporate campus with

- A prominent location

- Flexible works spaces that could accommodate growth and changes in the organization
- Bigger floor plates for the newsrooms and
- A host of amenities to attract and retain the best of employees.

The design of the new headquarters, guided by these requirements aimed at creating a high quality work environment.

4.2.4 Design

The headquarters were designed by Kohn Pederson Fox, while Michael Vergason Landscape Architects Ltd designed the landscape. The 26 acre site, located at a prominent intersection of the Capitol Beltway and the Dulles Airport Access road, was identified to have three distinct land features due to the component physical characteristics. These were

- The relatively unspoiled hilltop that boasted of oak trees.
- The lowland consisting of an unsightly storm water management pond.
- The meadow made of fill dirt.

The initial design proposed a 30 storey tower at the site's highest point, the hilltop. However, the proposal to build a single tower was discarded to provide separate identities to the corporation and the newspaper. (See Figure 4.12 & 4.13)

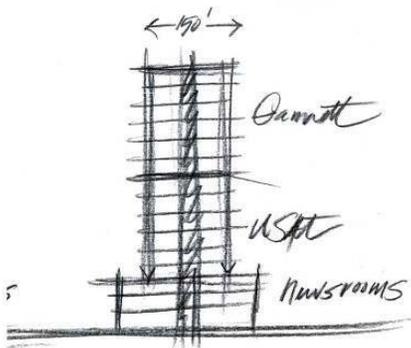


Figure 4.12: The initial concept.
Source: Courtesy of Michael Vergason Landscape Architects Ltd.

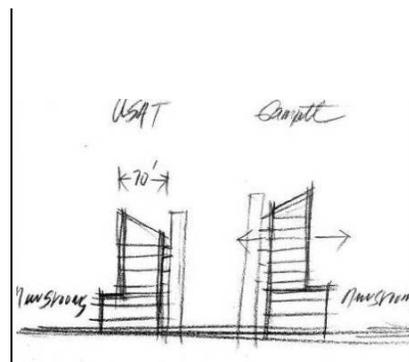


Figure 4.13: The conceptual design.
Source: Courtesy of Michael Vergason Landscape Architects Ltd.

Also, a suggestion from Dough Hays⁶ to “build on the less desirable part of the site, replant and then restore the spoiled portions and to preserve the prime real estate as a kind of park and recreation zone”... (Vernon Mays 2006, <http://www.asla.org/lamag/lam06/may/feature3.html>) led to the design that exists today, with construction limited to the meadow and dirt fill area. (See Figures 4.14 & 4.15)

The 820,000 square feet facility that was finally built was designed with the intention to create a small city with a focus and a gathering place to foster interaction between architecture and landscape. The structure can be divided into two major wings: a 12 story structure that seats Gannett’s corporate offices and a 10 story horizontal wing for USA Today and its newsrooms. Other features of this corporate campus include a parking garage for the employees, a 300 seat auditorium, extensive dining facilities, a health facility, landscaped courtyards and reflecting pools, tennis courts, baseball diamonds, trails, jogging tracks and a storm water retention pond. (Figure 4.16)



Figure 4.14: The initially proposed site plan.

Source: Courtesy of Michael Vergason Landscape Architects Ltd.



Figure 4.15: The selected site plan by Gannett.

Source: Courtesy of Michael Vergason Landscape Architects Ltd.

⁶ Dough Hays is a senior landscape architect at Michael Vergason Landscape Architects Ltd.

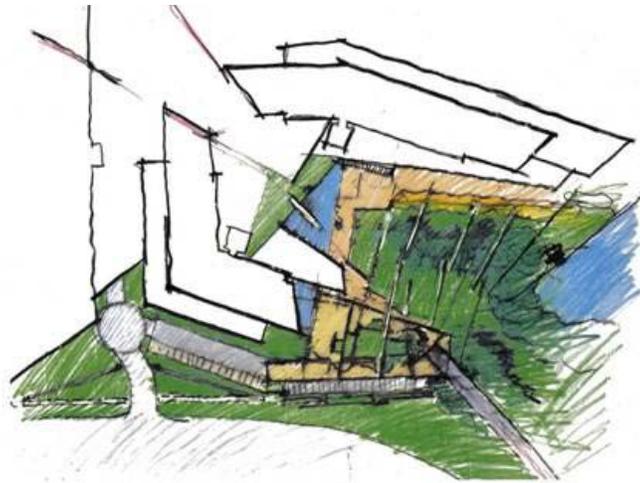


Figure 4.16: Plan of Gannett/ USA Today Headquarters.

Source: Courtesy of Michael Vergason Landscape Architects Ltd.

The landscape of this corporate campus, guided by the principles of site repair is successful in emphasizing the relationship between the inside and outside and helps create a high quality work environment. The design includes –

- A central – terraced courtyard bound by the two wings of the headquarter buildings (See Figure 4.17). This courtyard, serves as a common green space for the U – shaped building and is *“organized by rusticated stone walls that define the lawn and planting areas along with runnels, pools, niches and slot air passages”*... (Mays 2006), See Figure 4.18.



*Figure 4.17: A sketch of the central courtyard drawn by Michael Vergason.
Source: Courtesy of Michael Vergason Landscape Architects Ltd.*



*Figure 4.18: The central courtyard.
Source: Courtesy of Michael Vergason Landscape Architects Ltd.*

- Roof terraces on the second and fourth floor levels that provide visual and physical access to green as well as midlevel connections to the buildings. (Figure 4.19)
- A storm water management pond. (Figure 4.20)

- A pool at the intersection of the first floor lobbies, that adds an element of water to the outdoor spaces and serves as a focal point both from the interior and exterior of the building. The pool is punctuated by 40 stainless steel bubblers and is planted lotus and (See Figures 4.21 & 4.22)
- Walking and jogging paths that link Gannett's Health and Fitness center to the various recreational areas on site. These recreational areas include, a softball diamond, volley ball courts, woodland and tennis courts on top of the parking garage.



Figure 4.19: The roof terrace

Source: Courtesy of Michael Vergason Landscape Architects Ltd.



Figure 4.20: The storm water retention pond.

Source: Courtesy of Michael Vergason Landscape Architects Ltd.



Figure 4.21: The reflecting pool.

Source: Courtesy of Michael Vergason Landscape Architects Ltd.



Figure 4.22: Lotus and stainless steel bubblers.

Source: Courtesy of Michael Vergason Landscape Architects Ltd.

4.2.5 Interviews

The design of Gannett's corporate headquarters has successfully articulated the corporation's concern for its employees. This is evident from the interviews listed below.

Discussions with the management and the landscape architect describe the corporation's desired image and the design measures that led to its formation while the success and shortcomings of the design are evaluated by analyzing the interviews with the employees.

4.2.5.1 Management

Nancy Houser, Director of Corporate Administration at Gannett Co. Inc., was the project manager for Gannett's new headquarters. In a telephonic interview she described the company, its image and the importance of the physical settings as follows. Houser, described Gannett as a giant company that is all about media, messaging and getting information to people in new ways. She emphasized that Gannett is and wanted to be seen as a *"good forward thinking company"*.

Houser explained that the company headquarters were designed with the intention to create a high quality work environment that would help them attract and retain the best of employees. According to her the campus, its facilities, and its physical settings represent the organization's concern for its employees. The landscape, she says has played an important role in creating that image and at the same time helped them in projecting Gannett as a *"responsible corporate citizen"*. The site she explains had a number of environmental issues to deal with and the landscape architect for the project helped them do a *"responsible landscape"*.

4.2.5.2 Landscape Architect

Michael Vergason, principal of Michael Vergason Landscape Architects Ltd, designed the landscape for Gannett's corporate headquarters. In a telephonic interview, Vergason explained that the most important input by his firm in terms

of design was *“getting the building in the right place”*. He explains that the site design that exists today is the resultant of a suggestion by his firm to build in the less desirable part of the site and leave the unspoiled part intact. This decision, he explains, not only helped them environmentally but also had its effects on the economy of the project.

When asked if he was asked to create a specific image for the organization, he explained

“No. They really said...What do we do? And our response would certainly be that you don’t come with a prescribed image what that ought to be ...the idea needs to be developed as an outburst of what the site offers to you. However, I would say that they did come with an understanding that landscape was an important part of the project ...They didn’t know what it was or what it would be or what it would all look like but they knew that the quality and character of it was an important part of the end product”

Vergason explains that rather than working on a corporate image, he strived to create a “place” that could be occupied and beautiful. He says - achieving that has been a considerable amount of success and also adds that his design *“reflects the concern of the corporation for the quality of the environment for its community”*.

4.2.5.3 Employees

As mentioned earlier, Gannett’s success in communicating its concern for its employees is evident from the interviews conducted with the employees. These interviews reveal uniformity in the projected and perceived image as conveyed through the landscape and are described as follows.

Employee 01 (coded as Brenda)

Brenda, who has been working with the company for the last 27 years, described it as a company that is *“putting on a news product but at the same time”* was *“very bottom-lined oriented and pretty focused on money”*. She explained that her image of the company was a resultant of the work that she did. (She manages one of the operating budgets for the headquarters). When asked

about her opinion of the physical settings of corporate headquarters, she agreed to like them and described the building as *“very stately”* and emphasized that it had *“a lot of presence”*. She liked the beauty and functionality the entrance lobby but felt that the offices were not functional enough.

In her opinion, landscape was important to the company’s image. She explained that it said a lot about the company - not only did it reflect the amount of money a corporation made and where it chose to spend, it but also indicated that the company was concerned about the quality of the environment that its employees worked in.

To her, Gannett’s landscape was *“interesting”*. Brenda described the green lawn as a *“wasted green space”* that was sterile and *“just for the looks”*. She however liked the natural areas of the campus, like the pond and the woods and explained that these areas represented *“a company that is intone with the natural environment”*. She appreciated having recreational facilities like the baseball field, softball field and walking trails as to her, these reflected the company’s concern for its employees.

Employee 02 (coded as Carolyn)

Carolyn, another employee, who has worked with Gannett Co. Inc. for the past 24 years, described it as an *“extremely efficient, well run, deadline driven, productive, communications company”*. She explained that she formed this image after she started working for the company. Carolyn also pointed out that although there had been several changes in the management over the years, the company’s *“drive towards excellence and efficiency”* remained the same.

She expressed that the physical settings of the corporate headquarters, were beautiful and that she *“hadn’t been in a place that was better”*. The visual and physical connection between the inside and the outside was what she liked the most about the design of the corporate headquarters. She said that this connection was *“very appealing”* and had *“a calming influence”* on her.

Carolyn like Brenda, agreed that landscape was important to a company’s image. She explained that *“it said a lot about a company who would put that*

much attention into that part of the building". To her, Gannett's landscape showed that the company cared for its employees. According to Carolyn the landscaping was "soothing, beautiful, very peaceful and welcoming" and had a therapeutic effect on her.

4.2.6 Observations from Case Study 2

Analysis of the interviews brings forth the following observations.

1. **Landscape can be used effectively to project and create a desired image.**

From the interviews with the management, landscape architect and employees of Gannett Co. Inc, it is evident that the landscape of the corporate headquarters speaks of the company's concern for its employees. Although the company did not direct the landscape architect to work on this specific image, the landscape architect's sensitivity to the site and the resultant landscape design represents the corporations concern for the quality of its work environment.

Interviewer: Do you think that the physical settings such as architecture, interior design and landscape, help in creating or enhancing this image?

Nancy: Yes I think so because we are also interested in attracting and retaining the best employees. We have big health facility here and that relates to the landscaping as well

Interviewer: Ok. So you think that these facilities in the landscape are helping you in retaining the best employees?

Nancy: Yes.

Interviewer: Do you think that landscape can be used to create a representative image of the corporation?

Michael: Certainly...I think it can reflect the principles and nature of the corporation. To the extent that this does - ...I would say it does what I would like it to do – it reflects the concern of the corporation for the quality of the environment for its community.

Interviewer: Do you believe that a landscape can be important to the corporate image for an organization?

Brenda: I think it is. I think it says a lot about a company.

Interviewer: Can you explain that further? How do you think that happens?

Brenda: ... people kind of look at it and think – how much money the company makes? It reflects how much money you have and it reflects where you put your money...and...I don't know...It's like a person – How you dress. It reflects a lot about what u think your status is in the community and stuff like that.

Brenda: And having all that stuff...to me...reflects that the company cares about its employees and the health of the employees by providing something where they can work out and you know be healthy.

Interviewer: Do you believe that a landscape can be important to the corporate image for an organization?

Carolyn: Yes. I think it says a lot about a company who would put that much attention into that part of the building. I think it says a lot about how they care about their employees...because they want them to take advantage of nature while at the same time working very hard.

You know I just think it gives a feeling of well being. And I think that it shows that the company cares...that the employees work in a place that makes them comfortable.

The quotes above reflect the success of the Gannett landscape in creating a corporate image of the organization.

2. **Landscape is an important and intrinsic part of the "Package"**⁷.

Gannett's management identified landscape to be an important part of their physical settings all times. This is evident by their decision to hire a landscape architect right at the beginning of the project. Michael Vergason explains this as follows -:

Interviewer: Did the company give you any description of the kind of environment they wanted? Did they ask you to create a specific image?

Michael: No. They really said...what do we do?...However, I would say that they did come with an understanding that landscape was an important part of the project, otherwise in too many circumstances, the landscape architect isn't brought in at the beginning of the thinking of the place. This happened because they thought the landscape was important.

Brenda, an employee of Gannett explains the importance of landscape as follows.

Interviewer: Do you believe that a landscape can be important to the corporate image for an organization?

Brenda: I think it is. I think it says a lot about a company.

⁷ Package – refers to all corporate image building techniques including the physical settings - the architecture, interior design and landscape

Interviewer: Can you explain that further? How do you think that happens?

Brenda: Well...I think that when you come into a company's campus, people look at the building and they look at the whole thing, not just the building. And people kind of look at it and think – how much money the company makes?

It reflects how much money you have and it reflects where you put your money...

Gannett therefore serves as an example of a corporation that recognized landscape as an equally important part of the built environment.

3. Employees prefer work settings that have visual contact with the surrounding landscape.

Visual contact with the surrounding landscape in work settings is important to employees. The excerpts below describe how the connection is important to this corporate setting.

Interviewer: What do you like most about these settings?

Carolyn: I like the open feeling of everything. I like the feeling of the light coming in and I like the feel that you do feel a part of the landscape even though you are in the building... And as you do walk through the space its all very appealing and very sort of a calming influence...I think.

Michael: ...I think there's a therapeutic benefit specially in a work setting with access to landscape and this is a kind of a 24 hour work setting – they work as much in the day as much through the night and therefore need that therapeutic effect.

Michael: I think the landscaping is serving as a therapeutic relief from what happens inside...it helps clear your mind and is beneficial to people on days of work.

Thus, landscape has a therapeutic effect and in a work setting employees appreciate visual contact with the surrounding environment.

4. The perceived image is dependent on the character of the landscape.

An analysis of the interviews reveals that the character of the landscape affects the image. For example – naturalized areas of the landscape, like the woods have a therapeutic affect on the employees, and access to these reflects positively on the corporations image.

Interviewer: Can you point out the success and shortcomings of the landscape in expressing the corporate image of the company?

Brenda: I think the more natural part of the landscape ...I don't know what other people think about it, but to me it represents a company that's intone with the environment – The natural environment. You know...that it's ok in letting the plants grow that want to grow.

Interviewer: What do you like about the landscaping?

Carolyn: The landscaping is very soothing, it's beautiful and it changes every season. There is always something new to look at as seasons change. It's very peaceful, it's very welcoming...and at the same time it's awe-inspiring to me.

On the contrary the manicured lawn at Gannett's headquarters is perceived as a waste of green space by one of the employees. She explains the designs shortcomings as follows –

Brenda: ... there are very natural areas of the campus and then there are some very sterile areas of the campus... I think it's pretty stark and I think its pretty still. And I think there's a lot of wasted green space. ... There's a huge green lawn that's very carefully manicured. I don't really like that part because I don't think there are enough trees, there's not enough shade – it's just a green lawn to look at – Like you are not supposed to walk on it. It's not very environmentally friendly – let me put it that way...the manicured piece of lawn represents a company that really doesn't understand what's good in terms of environmental and not. And then they spend a lot of money manicuring this lawn for no purpose at all

One could argue that her perception was probably biased by her work. (She manages one of the operating budgets for the headquarters and her opinion is probably influenced by her knowledge of the amount of money that is spent to maintain the lawn).

5. The landscaping of a company reflects its seriousness towards environmental and social responsibility, thereby affecting its corporate image.

Gannett's headquarters serve as an example where the final design was a response to the site's environmental concerns. This is one fact that the corporation proudly points out when asked about its image and its efforts towards sustainability.

Nancy: ...We want to be responsible corporate citizens too in doing the responsible landscape...Our campus is not LEED certified yet...When we designed in 1998, we didn't do it to get LEED certification years ago, but its amazing how many things we did just because they were the responsible things to do!

Her words here reflect the corporations pride in its efforts towards environmental responsibility. One can therefore argue that this character of the Gannett landscape affects its corporate image.

4.3 Study Area - 3

Headquarter Building for the National Association of Realtors Washington D.C.

4.3.1 Established

The National Association of Realtors was founded in 1906 while the new headquarter building in Washington D.C. was completed in 2004.

4.3.2 Mission

The National Association of Realtors (NAR) is the professional trade association for the real estate industry in the United States. The association was founded in Chicago with the objective *“to unite the real estate men of America for the purpose of effectively exerting a combined influence upon matters affecting real estate interests”*

(<http://www.realtor.org/library/library/fg002>). The association today continues to work collectively to shape the real estate industry in the United States.

4.3.3 Background and Desired Image

The NAR works towards shaping and influencing the real estate industry in the United States. Until 2004 the association had its corporate offices tucked away in buildings around the country. The new headquarters, constructed in 2004, provided the association with an opportunity to create a landmark building that made a public statement of their presence.

4.3.4 Design

The headquarters were designed by Graham Gund and Associates while Oehme van Sweden and associates designed the landscape. The headquarter building is the first LEED certified building in Washington D.C. and is known for its exemplary design. See figure 4.23. The headquarter building is just three blocks away from the National Capitol and therefore at a very strategic location. The NAR's expectation from this building was *“...to create a landmark building that would give NAR a higher profile and better visibility*

(literally) from the halls of the Congress"... (Malin, N, 2006, http://greensource.construction.com/projects/0606_NAR.asp)

The site however was a challenging one to develop. The site of the headquarter building as it is today is a rehabilitated brownfield that previously housed a gas station. The comparatively small size and triangular geometry of the site also served as challenges to the design. Despite these challenges, this 12 storey building is known for innovative design and maintenance features.

Some of the maintenance features include -:

- A high performance curtain walls that reduces energy use within the building
- Efficient HVAC systems
- Recycled building materials
- Water free urinals
- And a carbon monoxide monitoring system.



Figure 4.23: Headquarters of the National Association of Realtors

4.3.5 Interviews

4.3.5.1 Management

To Gain an understanding of the Association's expectations from the design and the physical settings of its headquarter building, a telephonic interview was conducted with Dough Hinderer. Hinderer is the Senior Vice president of Human Resources, for the National Association of Realtors. Although he was not personally involved in the decision making process during the design phase of the building, he is currently in-charge of the management of the building in D.C. According to Hinderer, the National Association of Realtors (NAR) wanted to present a very progressive image in terms of its facilities and its buildings. He explained that not only did NAR want to be a role model for realtors, in terms of owning and operating real estate, but, through its building in D.C. it wanted to set an example of doing so in an environmentally friendly manner. Hinderer was confident that the building and its settings successfully project the desired image. When asked about specific elements in the building that helped them create this image Hinderer explained as follows –

"I would say just about everything about it. I mean it is a very striking building; it's a beautiful building, very contemporary, it uses just about all of the environmentally friendly technology that's out there. Even the wood in the building is eucalyptus wood...Even the materials that we have used are environmentally friendly...even our cleaning products you know are all environmentally friendly cleaning products. So everything that we do in that building is geared towards the image of professionalism with consciousness of the environment as well and our impact on it."

These and the fact that it is Washington D.C.'s first LEED certified building helped them project their desired image. Hinderer pointed out that the association had hired world renowned professionals to help them achieve this image.

4.3.5.2 Landscape Architect

As mentioned earlier, Oehme van Sweden and Associates designed the landscape for the headquarter building of the National Association of Realtors. From the discussion with Dough Hinderer, it was evident that the quality of the physical settings was of primary importance to the association. Thus when asked about the special steps taken by the organization to project their image through the landscape, he answered

“You know we used a world renowned landscape architect to help us plan the space around the building”

In a context like this it becomes all the more necessary to understand the thought process behind the design of a landscape that is important to an organizations image. A telephonic interview was conducted with Eric Groft and Marisa Scaleria who were a part of the design team for the NAR headquarters building. Groft, a senior designer at Oehme van Sweden and Associates was also the project manager of the project.

Groft explained that the National Association of Realtors wanted to make a statement through their building and physical settings. He said that the association wanted its landscape to be *“very bold and dynamic...something innovative that represented their message”*. Another equally important aspect to the association was *“the image of being a green sympathetic corporation”*. These principles therefore guided the design for the headquarters building. Figure 4.24 shows the landscape plan of the N.A.R. Headquarters.



Figure 4.24: Landscape Plan depicting the design of the N.A.R. Headquarters.

Source: Courtesy of Oehme, van Sweden Landscape Architects

Their goal as landscape architects was to “do something that was commensurate with the corporate identity of the building but at the same time at a more pedestrian level”. Groft explained that the site was very small and had a national park reservation on it. An important aspect of design was therefore to preserve the fairly significant willow oak tree, (that’s about 42inches in diameter). See Figure 4.25.

Despite the limitation in the size of the site and what it could handle, Groft says they were successful in contributing to the image by the use of interpretative materials and elements in the landscape. For example, the water feature he says, adds the element of water and stone, while the use of metal symbolizes a very important building material. Artistic kiosks with inscribed quotes about the association’s values and ethics represent the association’s message (see figure 4.26 and 4.27). Also plantings were chosen for their four season interest as well as all requirements of the DC agencies were adhered to gain LEED certification. Elements were thus chosen to represent the organizations work and build its image.



Figure 4.25: The Willow Oak Tree preserved on site and incorporated into the landscape design.

Source: Courtesy of Oehme, van Sweden Landscape Architects



Figure: 4.26: Artistic kiosk symbolizing the organizations field of work



Figure: 4.27: Artistic kiosk with inscribed quotes about the organizations values.

4.3.5.3 Employees

As in the case of the first two case studies, it was important to see how the design of the headquarters has affected the image of the Association. In order to understand this better an employee from the National Association of Realtors was interviewed to evaluate if her experience of the physical settings as well as the landscape of the headquarter building, influenced the image she has of the association.

Employee 01 (coded as Ellen)

Ellen, who has been working with the association for the last 17 years, described the National Association of Realtors as “*conservative and very upscale*”. She said her image of the association was a resultant of the physical settings she had worked in and explained it as follows -:

Ellen: Do you want to know how I formed that opinion? Is that what you want to know?

Interviewer: Yes.

Ellen: Well, I've worked in 3 different locations with NAR, the first location was a rather dowdy building, that would never be built in code and that was never ADA complaint, and we tore that building down and moved into a very upscale building as tenants on street and that buildings is mostly occupied by Williams and Connolly...the law firm...And so it was a very conservative, very upscale building. When we moved here we moved this building from the ground up – the first green building in DC and we built it with top shelf equipment and finishes and we used a top shelf architect and a top shelf landscape architect ...everyone we hired to work for our us was extremely knowledgeable and extremely well know in the market.

When asked about her opinion of the physical settings of corporate headquarters, she described the building as stately and gorgeous. She explained that its beauty made the building a “*terrific place to work...both inside*

and outside”, although its location wasn’t convenient enough for the employees in terms of facilities like restaurants and small shops.

Ellen believed that landscaping was very important to an organizations corporate image, and described its importance as follows –

“Because I think that if the landscaping looks shoddy or untended, or cheap or if it’s dirty...like if you’re not maintaining it, I think its pretty indicative of what’s going on in the inside...You know...to me its like eating in a restaurant...if the bathrooms are dirty, the kitchen’s dirty!

You know if the outside of your building looks neglected, you are going to have the impression that the inside of the building is neglected also”

In her opinion, the design of the NAR headquarters was beautiful, tasteful and spoke of “presence” that the National Association of Realtors “wanted in the neighborhood”. She proudly pointed out that the plants were indigenous to the environment and their location to meet the building’s GREEN certification. Although Ellen felt the landscaping was “phenomenal” she wished there was more of green space around the building. Speaking of the fountain in front of the NAR building she liked the idea of “having water in the middle of the concrete city”, but admitted it was very difficult to maintain the feature.

4.3.6 Observations from Case Study 3

The interviews in the previous section describe

- How NAR hoped to serve as a role model to Realtors through the design of it’s headquarter building.
- How the landscape of the headquarters was designed to respond to the site, represent the associations work as well as help create and affect the associations image.
- And give an account of the employee’s experience of the settings and its importance to image of the Association.

It is therefore important to analyze these interviews to identify commonalities in perception as well as other important observations that are vital to and explain the image building process.

These observations are listed below.

1. Landscape does affect the image of an organization.

The NAR consciously designed their headquarters to serve as a role model to realtors. Elements of the physical settings were therefore designed to project the desired image by the association. Although the interviews show differences in the projected and perceived corporate images between the management and the employee, the role of the physical settings in both the cases is evident.

Interviewer: As an organization, what image does your company want to create in the minds of its various stakeholders?

Dough: We want to present a very progressive image...in terms of the facilities and our buildings. We want to be a role model of what a good real estate building owner does, and we want to be...specially in terms of our building in D.C. – cutting edge specially in terms of owning and operating a building in an environmentally friendly manner.

Interviewer: Has your company taken any special steps to use landscape for image building and if yes, what are they?

Dough: Well special steps...you know we used a world renowned landscape architect to help us plan the landscape space around the building.

Although Dough Hinderer's answer is not informative enough about the measures taken by organization to use landscape for the image building

process, it is informative enough about the organizations concern for the quality of its designed landscape.

Ellen, the employee interviewed, describes her image of the organization as “*conservative and very upscale*”. As described in the interviews in the previous section, she goes on to explain that her image of the organization is a resultant of the physical settings that she has worked in. When asked about the importance of landscape this is how she describes it.

Interviewer: Do you believe that a landscape can be important to the corporate image for an organization?

Ellen: Absolutely. Because I think that if the landscaping looks shoddy or untended, or cheap or if it's dirty...like if you're not maintaining it, I think its pretty indicative of what's going on in the inside...You know...to me its like eating in a restaurant...if the bathrooms are dirty, the kitchen's dirty! You know if the outside of your building looks neglected, you are going to have the impression that the inside of the building is neglected also.

The landscape architects description of what the organization expected from the design reinforces the belief that landscape affects the image of an organization.

Interviewer: Did the company give you any description of the kind of environment they wanted? Did they ask you to work on a specific image?

Eric: They wanted something very bold and dynamic...something innovative that represented their message. They gave us many quotes. Some of these quotes were interpreted by the architect on the interior of the building. There were other quotes that were incorporated into interpretative kiosks that are on the New Jersey Avenue or the main entrance.

These excerpts show that NAR recognized landscape to be a vital method of communication and chose it to create the image desired by the organization.

2. The landscaping of a company reflects its seriousness towards environmental and social responsibility, thereby affecting its corporate image.

The national association of realtors wanted to project themselves as an association that's sensitive to the issues of sustainability and environment. Thus even the landscape was designed to obtain LEED certification.

Interviewer: Can you mention a few elements in the landscape that portray the image desired by your organization?

D.H: In terms of the landscape or in terms of the building?

Interviewer: Both.

D.H: I would say just about everything about it. I mean it is a very striking building; it's a beautiful building, very contemporary, it uses just about all of the environmentally friendly technology that's out there...So everything that we do in that building is geared towards the image of professionalism with consciousness of the environment as well and our impact on it.

Interviewer: can you pick examples within the existing landscape and explain how an element or character of the landscape represents a trait of your company?

Ellen:...Can't tell you this tree did it but I can tell you we have a tree on the site that we preserved because it was a sort of a neighborhood landmark... All the plants are indigenous to the environment and to our location because it's supposed to meet our GREEN certification.

Interviewer: What is the most important aspect behind the design of this project?

Eric: ...Another point that was important about this project was that this is Washington's first silver LEED project and that was something very important to NAR, for the image of being a green sympathetic corporation.

The NAR landscape was therefore designed to reflect its commitment towards environmental and social responsibility, thereby creating an image that is probably most vital to the organization.

3. Employees prefer work settings with green areas.

Even though the site of the NAR headquarters is small and had its limitations in terms of the amount of landscaped areas, the existing landscape is appreciated.

Interviewer: What do you like about the landscape of this office?

Ellen: Almost everything...I wish there was a little more of it...I would like more of it...I would like more of green, but it wasn't possible because a lot of the sidewalk that we occupy now wasn't ours...In the front of the building there is a circular driveway...I wish we could have more landscaping in the plaza area. I can understand why there's not, but in the perfect world there would be!

These observations though specific to the headquarter building of the National Association of Realtors, can help landscape architects formulate guidelines for the design of corporate landscapes.

The following chapter analyses the data collected through the case studies presented in this chapter and aims to provide a rational explanation of the affect of landscape on a company's image.

Chapter 5: Findings

5.1 Landscape Forms Representative Corporate Images

The case studies discussed in the previous chapters serve as three different examples in which the physical settings have been important to the work environment of the organizations. These study areas are not only different from each other for the times that they were constructed, but also for the nature of the work of that goes on with in each company, as well as, the contexts and the scales of the individual sites.

Research and analysis of these cases provides insight into how important the landscape has been to the image of each despite their differences. The research shows

- the companies did have goals or expectations in terms of the image created by their physical settings,
- The landscape architects helped them achieve their goals by doing good site design.
- the employees did interpret an image of the company based on their immediate work environment

The data collected from each of these studies indicates that landscape does play a role in the formation of a representative image for the corporate organization. To understand this concept better, one must refer to the literature presented in chapter 2.

As discussed earlier, the concept of corporate image is defined as an individual's perception about the actions, activities and accomplishments of an organization. Also, image is a resultant of the different sets of interaction an individual has with a company, and therefore, a company can have more than one corporate image. (Kennedy, 1977 and Dowling, 1986) See figure 3.1 on page 19.

The corporate landscapes examined in this thesis indicate that the design of the landscape, as well as other physical settings of these corporations, did affect the image of the organization.

For example, when asked about the corporate image of the organizations they worked for, and how they had formed that image, this is what Susan and Ellen had to say –

Susan: ...a very highly professional organization... Well, I worked in the building before I worked in the organization so a lot my impressions were made by the surroundings and the building itself. I worked on a different floor and the building is very unusual.....well at least at the time that it was made, it was extremely unusual for the area and it had a very high impact, and still does on whoever visits or sees the building. It really stands out. At the time it was built it was extremely modern and very impressive and different than anything I had seen or I had worked. So that's how I formed that opinion.

Susan works for the Center for Innovative Technology and this excerpt from the interview shows how her perception of the immediate built environment helped her form an image of the company that she currently works for.

Ellen: Conservative and very upscale... Well, I've worked in 3 different locations with NAR, the first location was a rather dowdy building, that would never be built in code and that was never ADA complaint, and we tore that building down and moved into a very upscale building as tenants on street and that buildings is mostly occupied by Williams and Conley...the law firm...And so it was a very conservative, very upscale building. When we moved here we moved this building from the ground up – the first green building in DC and we built it with top shelf equipment and finishes and we used a top shelf architect and a top shelf landscape architect ...everyone we hired to work for our us was extremely knowledgeable and extremely well know in the market.

Ellen works for the National Association of Realtors.

One could argue that the examples above just represent a fraction of the people interviewed. However, as Kennedy, (1977) and Dowling, (1986) explain, image is a resultant of different sets of interactions and therefore there are multiple images of a corporation, This explains that even though some people described their image of the company to be a resultant of the work they did, they at the same time accepted that their interaction with the landscape or physical settings also influenced the corporate image they had of the company. For example, Brenda, who works for Gannett and USA today, explained that her image of the organization was a result of the work that she did for the organization. However she also agreed that landscape was important to corporate image and the landscaping of the Gannett headquarters represented two different corporate images.

Interviewer: What is the corporate image that you have of the organization that you are working for and...How was it formed?

Brenda: I think they are putting on a news product but at the same time they are very bottom-lined oriented and pretty focused on money and keeping the stock price where they want it to be... I manage one of the operating budgets for the corporate headquarters and I get involved with a lot of things related to budgeting for both operating and capital improvements and...I just have this viewpoint of how important the bottom line is to the company, more so than anything else.

Interviewer: Do you believe that a landscape can be important to the corporate image for an organization?

Brenda: I think it is. I think it says a lot about a company.

...I think that the more natural part of the landscape...I don't know what other people think about it but to me it represents a company that's in tune with the environment - The natural environment. You know that it's ok in letting the plants grow that want to grow. Although they do manicure...even the woods they manicure and they blow all the leaves off so that there's no leaves on the ground so...And then the manicured piece of lawn represents a company that really doesn't understand what's good in terms of environmental and not. And then they spend a lot of money manicuring this lawn for no purpose at all.

Similarly, Carolyn who too works for Gannett and USA today explained that her image of the organization was a result of the work that she did for the organization. However she explains that the landscape of the Gannett headquarters represents to her a company that cares for its employees.

Interviewer: What is the corporate image that you have of the organization that you are working for and...How was it formed?

Carolyn: Well, my image of the company is they are extremely efficient and well run, deadline driven, productive company...I didn't have much of an image before I joined the company to be honest with you. When I joined we were just starting up USA Today and I was very involved with events...promotional events surrounding the start up of a paper. So you know I thought it was a very dynamic forward thinking innovative company when I joined and I still think that.

Interviewer: Do you believe that a landscape can be important to the corporate image for an organization?

Carolyn: Yes. I think it says a lot about a company who would put that much attention into that part of the building. I think it says a lot about how

they care about their employees...because they want them to take advantage of nature while at the same time working very hard.

You know I just think it gives a feeling of well being. And I think that it shows that the company cares...that the employees work in a place that makes them comfortable... Well I guess it just relates to the fact that Gannett takes care of its employees and I think that's something people know about our company.

The studies therefore prove that landscape does indeed form a representative image for corporate organizations. The image formed however, may be subjective and therefore not the same for everyone.

5.2 Landscape as Corporate Image

To understand how landscape can successfully form a representative image of an organization, it is necessary to understand the characteristics of corporate image and compare the landscapes ability to function similarly.

Here again the data collected from the case studies is analyzed below to exhibit landscapes role in the image building process.

5.2.1 Landscape Represents the Personality of a Corporation

As discussed in chapter 2, image is often linked with personality. Spector (1961) explained that stakeholders often view corporations as though they have personalities and are therefore humanized. As a result image assumes the nature of an attitude and has an emotional component associated to it. This holds true for landscape too and can be explained as follows-

Going back to the case studies, one can see how landscape represents certain personality traits of these organizations.

1. For the Center for Innovative Technology, landscape helped the corporation represent its respect for the natural environment despite being a technology corporation.

Here is how Peter Jobse, president of the CIT describes the role of the landscape in projecting the personality of the corporation.

...Had the landscape not been considered with this building and we had poured concrete all around it, and turned it into an outdoor café or something it would have been a horrible transition between what's natural and what's built and the feeling would have been more of the dominance of technology over nature and it would have thus projected that technology is not a good thing. It needs to be harmonious.

2. For the Gannett / USA today headquarters, landscape represented the corporations concern for its employees. The management, employees and well as the landscape architect explained that the landscape of the corporate headquarters showed that company cared for the well being of its employees, thus humanizing the corporation and representing its personality.

Michael Vergason describes the success of his design for the Gannett headquarters as follows –

"I think it can reflect the principles and nature of the corporation. To the extent that this does...I would say it does what I would like it to do – it reflects the concern of the corporation for the quality of the environment for its community. That it's a corporation for the individuals...its beauty sustainability and other issues reflect that"

Similarly, the employees of Gannett associate the landscape to the personality of the organization.

Carolyn: ... I think that it shows that the company cares...that the employees work in a place that makes them comfortable.

Brenda: ...to me...it reflects that the company cares about its employees and the health of the employees by providing something where they can work out and you know be healthy.

3. In the headquarters building for the National Association of Realtors, the design reflects the associations desire to be a role model for other real estate owners.

Dough Hinderer, the Senior Vice President of Human Resources, who currently manages the headquarter building describes the objective of the design as follows

"We want to be a role model of what a good real estate building owner does, and we want to be...specially in terms of our building in D.C. – cutting edge specially in terms of owning and operating a building in an environmentally friendly manner"

The examples above show that landscape creates a corporate image of the organization by representing the personality of an organization.

5.2.2 Landscape can affect the Social Performance of an Organization.

Image, is an indicator of the social performance of the organization. Landscape, however goes beyond being an indicator; it is capable of affecting social performance of an organization. This happens in the following ways.

- 1. A well designed landscape can affect an employee's sense of self.**

Physical settings influence the way outsiders judge a company. Therefore, if outsiders view the physical settings in a positive light and are curious about it, it can have a positive effect on the employee's "sense of self," because the

employee is proud of their association with the company. However, if the physical settings are shoddy and viewed poorly by the public this could in turn negatively influence an employee and the corporate image. This is evident from the following examples.

Susan an employee of the Center for Innovative Technology explains how the physical setting of the company headquarters affects the company's corporate image.

"They say ...oh I'd love to come in and see the building and get a tour of it... And they have questions about the building. Somewhere or the other there is intrigue involved and curiosity about it. This somehow raises the level of the organization and I don't understand that and it doesn't sound right but it does happen"

Similarly, Carolyn, an employee of Gannett, emphasizes what she likes about the headquarters as follows

"I think anybody who sees it is just blown away by it. I have had so many visitors that come here and go –...Wow! I can't believe you work in this building (environment)!... Because it's just...it's very unusual and it's efficient and at the same time it's awe-inspiring to me"

These examples thus show that both Susan and Carolyn are proud to be associated with those landscapes and physical settings which in turn affects their image of the company's they work for.

2. A corporation's landscape reflects its seriousness towards environmental and social responsibility.

Landscape acts as an indicator of the organizations social performance, and therefore can positively affect the image of an organization. With regards to landscape architecture and the environment, companies often publicize the

steps taken by them towards sustainability and environmental responsibility, as is evident from the discussions with the management of both – Gannett as well as National Association of Realtors.

When asked about the corporate image that the company wanted to project, Nancy Houser, the director of Corporate Administration at Gannett, explained that they wanted to be a “good forward thinking corporation”, however she was also quick to point the organization’s commitment towards corporate responsibility that was exhibited by the design of their landscape.

“We want to be responsible corporate citizens too in doing a responsible landscape...there were a lot of environmental issues we had to deal with”

Likewise, Dough Hinderer, of the National Association of Realtors explained that, their headquarters was the first LEED certified building in Washington DC and their association wanted to serve as a role model to realtors by demonstrating how to own and operate buildings in an environmentally friendly manner.

“We want to be a role model of what a good real estate building owner does, and we want to be...specially in terms of our building in D.C. – cutting edge specially in terms of owning and operating a building in an environmentally friendly manner”

“...So everything that we do in that building (including the landscape) is geared towards the image of professionalism with consciousness of the environment as well as our impact on it”

It is clear from this study that the landscape plays a role as an indicator of an organizations social performance in terms of being environmentally responsible and consequently affects corporate image.

5.2.3 Landscape Affects the Work Activities of an Organization’s Employees.

The design of the landscape and the quality of the immediate work environment contributes to the moral (positive mental state) of the employee which in turn,

through the actions and work of the employees contributes to the corporate image of an organization.

It was clear from this research that when asked, what they liked about the landscape of their corporate headquarters and how it related to the image of their organization, this is what the employees had to say –

Ann: "I think work in itself is a stressful thing and there's always something happening but I don't feel stressed in this environment as I have in other environments, with the same kind of function" (Ann works for the Center of Innovative Technology)

Carolyn: "Well yes because if the employees are welcome...at lunch time... to jog around a beautiful jogging path, that in turn comes back to the company because it's a healthy employee. And they become energized and they come back to their office ready to do more work for the company... that really relates to efficiency... I think that's what it does. And I think for me...it gives me ...just personally it keeps me sane...because I drive like an hour and a half to get here and two and a half hours to get home... So that keeps me healthy...that keeps me coming to work...to be honest... You know it promotes my health!" (Carolyn works for Gannett Corp. Inc.)

Landscape therefore has a much desired therapeutic effect in work settings and in turn can positively affect the work activities of an organization's employees and increase productivity.

5.3 Findings

This research and the case studies show that landscape can form a representative image of the organization because it influences the interaction one has with their immediate work environment.

It is successful in doing so because its characteristics are similar to that of image and it functions similarly.

Chapter 6: Implications

6.1 Significance and Applicability to Landscape Architecture Practice

The results of this study should encourage landscape architects to increasingly market good landscape architecture to corporate clients. The findings certainly have implications on the possible methods of corporate communication as well as the profession of landscape architecture.

Firstly, the results strongly encourage corporations to make landscape design an integral and important part of their immediate built environment. The results show corporations that stakeholders (in this case, the employees) do read their immediate built environment for cues about the company. Their perception and experience further influences their image of the company.

Secondly, the studies also bring forth the fact that even though a landscape architect may not consciously try to create an image through design, his/ her work still contributes towards the organizations corporate image. Like in the design of USA Today headquarters, even though Vergason laid emphasis on place making rather than image building, his design still contributed towards image building. Similarly, in the CIT headquarters, Martha Schwartz mainly followed the architects lead and chose to design a landscape that embodied the architectural motif. The resultant landscape still contributed towards the organizations image. A landscape architect therefore has much to offer towards corporate image building.

Finally, this brings us to the implications on the design of corporate landscapes.

- How should landscape architects practice? What should we do differently while designing a landscape for an image conscious corporate client?

Based on this study one can begin to draw possible guidelines for the design of corporate landscapes. A landscape architect can use these prompts not only to take a client through the image building process but to also educate the client. A corporation must understand the power of its landscape in expressing its corporate image to be able to truly value and continually nurture it (landscape). Therefore within the design process there also lies an opportunity for the landscape architect to educate the client.

The guidelines are listed below.

1. Understanding the organization – The starting point of any design process is to understand the client. For image building it becomes all the more necessary for a designer to acquaint oneself with the organization one is designing for. The information required about the client which can possibly shape the design of a corporate landscape can be broadly classified into two categories :

- **Facts** – This includes information like the company profile. For example, the history of the organization, what the organization does, the services it provides, the number of employees, its various stakeholders, clients etc.
- **Expectations from design** - A company's expectations from the design of its physical settings further help towards the design process. These expectations could be functional, aesthetic or communicational and can be explained as follows. For example the most important aspect that shapes the landscape design of a military headquarters is its functionality. The designer needs to resolve issues of safety and security that are vital to the organization. On the other hand there are companies or small businesses whose expectations are purely aesthetic and want their landscapes to be a pretty façade of the built environment. That therefore serves as the governing factor for the design of such a landscape. And finally, communicational expectations include messages that a corporation wants to send out through its

landscape. For example an organization might be very clear about wanting to represent its work through its landscape as in the case of the National Association of Realtors. This factor thus serves as an integral part of the design of the landscape.

Therefore the first step in the image building process would be to understand the company that one is trying to represent or to create or reinforce an image of through landscape design.

2. Understanding the site – Understanding the site and recognizing its potentials and limitations may not be a prompt unique to the image building process. However, it is a step integral to all design processes and therefore has been included in this list. Its vitality has been demonstrated by Vergason through the design of the USA Today headquarters, where the knowledge and sensitivity of his team towards the site has helped in designing a corporate campus that is functional, aesthetic and projects the right image (See figures 4.14 and 4.15 on page 42).

3. Visually Representing Work – The corporate image that a number of employees and stakeholders have of a corporation is most often related to the work of the organization. As observed in this study, the management of each organization wanted to be known for the work and the quality of the work that the organization did. In addition to that 80% of the employees interviewed said that the image they had of the organization was a resultant of the work that they did or indicated that it was in some way related to the corporation's work.

Visual representation of the corporation's work in the physical settings can therefore help design a landscape that contributes towards corporate image.

An example of this from the case studies presented is the landscape design of the N.A.R Headquarters. Sculptures and interpretative kiosks that represent the organizations field of work are important elements of this

landscape (see figure 4.26 on page 63). These elements are designed to depict basic building elements like a window, key hole, door etc, and help the National Association of Realtors to easily communicate information and create an image as desired by the organization.

Another such example of the use of art in the landscape is the corporate headquarters of Discovery Communications, located in downtown Silver Spring, Maryland. The company is the world's largest non-fiction media company. The landscape designed by EDAW is based on the concept of *"fostering a sense of discovery—allowing the site to unfold in layers, revealing information both literally and figuratively"* ([.edaw.](#)). On the street level the headquarter façade houses use a beautifully designed mural by Narcissus Quagliata. The mural called "The Brushstroke of Discovery" undoubtedly exhibits the company's field of work and helps create an image. See figures 6.1 and 6.2

A possible approach to image building is therefore visual representation. In the landscape this can be done by the use of sculptures, art and plant and building material.

4. Humanizing the Corporation – In addition to visual representation of work, a designer must also look for ways to possibly humanize the corporation through its landscape. This can be done in various ways. Possible approaches could be by demonstrating the corporation's

- **Ethics** – Here again, the NAR Headquarters serve as an example of a landscape that demonstrates the corporations ethics through its landscape (See figure 4.27 on page 63). It does so by the use of sculptures those have important quotes about the corporations ethics inscribed on them as well as its choice of building and plant material. The choice of building and plant material demonstrate the organizations commitment towards sustainable building design thereby serving as an example to the real estate industry and at the same time creating and contributing to its image.

Personality or social responsibility – Demonstrating a corporation's personality or its seriousness towards social responsibility through its landscape is another possible way for humanizing the corporation. Here one does not necessarily need to represent an organizations work but a designer can try to demonstrate an organizations relationship with the society that it is a part of. An example of this is the landscape of the Pepsi Co headquarters. The landscape originally laid out by Edward Stone Jr. was later redesigned by Russell Page and Francois Goffinet. Page designed the much acclaimed sculpture gardens that are now synonymous with the PepsiCo world headquarters. Even though the design of the gardens was based off of former CEO Donald Kendall's belief that art can spark creativity in the business world, the very fact that these gardens are open to public speak a lot about the organizations receptive personality and contribute towards its corporate image (see figure 6.3). Another interesting example from the case studies presented in this research is the Center for Innovative Technology. Even though Martha Schwartz as the designer admits to not consciously working on a corporate image while designing the landscape, the users of the landscape admit that it contributes towards depicting the personality of the organization. In this case, symmetry and clean lines in the landscape are interpreted and read to represent the organization's highly professional behavior, thereby humanizing the organization.



Figure 6.1: View 1- 'The Brushstroke of Discovery' – A mural designed by Narcissus Quagliata for Discovery Communications.



Figure 6.2: View 2- 'The Brushstroke of Discovery' – A mural designed by Narcissus Quagliata for Discovery Communications.



Figure 6.3. Visitors at the PepsiCo Headquarters.

Source : (<http://www.sirpepsi.com/images/gardens/gardens200821.jpg>)

- 5. Focus on Place Making** – Finally and most importantly a designer must focus on place making. A well designed and beautiful landscape that is sensitive to its site and engages its users does contribute towards corporate image. The USA Today headquarters is a good example of such a landscape. Michael Vergason admits that as the designer his design concentrated on place making and the resultant landscape automatically contributed towards the organizations corporate image. To the employees of USA Today, its landscape most importantly represents the corporations concern for them, thereby humanizing the corporation.

The above listed prompts therefore can serve as guidelines for the design of corporate landscapes. Landscapes that not only help in creating desired corporate images but those that also engage their audience and are beautiful and meaningful places.

6.2 Conclusion

This research establishes the potential significance of landscape architecture to corporate image. However it also brings forth the following questions –

1. What is the extent to which we can use landscape architecture to strengthen the client's image in their niche of the market?

There certainly is a limit and an extent to which a landscape can create an image for the organization. This research does not advocate landscape as a billboard an alternative marketing tool in the corporate world. Rather, it demonstrates how good landscape goes beyond environmentalism and being a nice setting. It emphasizes that landscape whether or not designed consciously does contribute towards an organizations corporate image.

2. Do we need to go beyond doing good landscape architecture, beyond being an environmental citizen and providing a nice setting for the employees?

Landscape architects do not necessarily need to go beyond doing good architecture. What is most important is to understand how important it can be to a corporate setting and that it is possible to create a representative corporate image through landscape. Landscape is more than just a façade; it is more than just a beautiful setting for the corporate headquarters. And so, while designing we need to focus on place making and provide opportunities that enhance interaction among users specifically in a corporate setting. As finally, it is this interaction that ultimately transforms into an image.

6.3 Future Research

This research was designed to explore attitudes and values that shape the concept of image for managers, landscape architects and most importantly the employees, recognized here as the most important user group. Future research

in this subject is recommended for exploring the attitudes of other stakeholders of a corporation, for example, its clients.

Secondly, one could study whether a landscape that expresses corporate image is capable of changing the values of a corporation itself?

And finally, one may also want to investigate how different elements of a landscape contribute towards corporate image. Interestingly, in the course of this research, a well manicured lawn was found to represent two very conflicting images. While to one employee, it represented professionalism (thereby positively affecting its image), to another it represented an organization that wasn't environmentally sensitive (thereby negatively affecting its image). An investigation into this field would certainly be helpful in further understanding the concept of image as expressed through corporate landscapes.

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2. **Figure 2.2** Logo for International Business Machines designed by Paul Rand
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3. **Figure 2.3** Poster for International Business Machines designed by Paul Rand-
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4. **Figure 2.4** Paving pattern of permeable pavers and grass
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7. **Figure 2.7** Enclosure
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8. **Figure 2.8** Grandiose
Source: Cullen, G. (1971). *The Concise Townscape*. New York: Van Nostrand Reinhold. Page -41
9. **Figure 2.9** A Girl Imagining about fall colors.
Source: Inspired by image retrieved by World Wide Web resource:
[://www.zippity2dad.com/imagination2.](http://www.zippity2dad.com/imagination2)
10. **Figure 4.1** Elevation of the CIT Headquarters showing the composition of the various building elements
Source: Papier, D., (1990). "*Rhombus Room*", *Landscape Architecture*, Vol. 80, Page - 55
11. **Figure 4.2** Plan of the Center for Innovative Technology

Source: Papier, D., (1990). "Rhombus Room", Landscape Architecture, Vol. 80, Page - 52

12. **Figure 4.6** Arial view of the entrance roundabout showing the flagstone welcome mats.

Source: Mays, V., (1989). "A machine in the forest: Center for Innovative Technology, Herndon, VA", Progressive Architecture, Vol. 70, Page- 93.

13. **Figure 4.9** The CIT Headquarters and the surrounding landscape

Source: Courtesy the Center for Innovative Technology.

14. **Figure 4.10** Logo of the Center for Innovative Technology depicting the organizations headquarters that has now become its identity

Source: Center for Innovative Technology - Annual Report 2005, published by the Center for Innovative Technology, Herndon, VA. Page – Cover Page.

15. **Figure 4.12** The initial concept

Source: Courtesy Michael Vergason Landscape Architects Ltd.

16. **Figure 4.13** The conceptual design

Source: Courtesy Michael Vergason Landscape Architects Ltd.

17. **Figure 4.14** The initially proposed site plan

Source: Courtesy Michael Vergason Landscape Architects Ltd.

18. **Figure 4.15** The site plan selected by Gannett

Source: Courtesy Michael Vergason Landscape Architects Ltd.

19. **Figure 4.16** Plan of Gannett /USA Today headquarters

Source: Courtesy Michael Vergason Landscape Architects Ltd.

20. **Figure 4.17** A sketch of the Central courtyard drawn by Michael Vergason

Source: Courtesy Michael Vergason Landscape Architects Ltd.

21. **Figure 4.18** The central courtyard

Source: Courtesy Michael Vergason Landscape Architects Ltd.

22. **Figure 4.19** The roof terrace

Source: Courtesy Michael Vergason Landscape Architects Ltd.

23. **Figure 4.20** The storm water retention pond

Source: Courtesy Michael Vergason Landscape Architects Ltd.

24. **Figure 4.21** The reflecting pool

Source: Courtesy Michael Vergason Landscape Architects Ltd.

25. **Figure 4.22** Lotus and stainless steel bubblers

Source: Courtesy Michael Vergason Landscape Architects Ltd.

26. **Figure 4.24** Landscape Plan depicting the design of the N.A.R Headquarters

Source: Courtesy Oehme, van Sweden Landscape Architects

27. **Figure 4.25** The willow oak tree preserved on site and incorporated into the landscape design

Source: Courtesy Oehme, van Sweden Landscape Architects

28. **Figure 6.3** Visitors at the PepsiCo Headquarters.

Source: World Wide Web resource:

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Appendix A – Interview Protocols

Interview Protocol for Management

1. As an organization, what image does your company want to create in the minds of its various stakeholders?

2. What steps has (name of the company) taken to project this image?

3. Do you think that the physical settings (such as architecture, interior design and landscape), help in creating or enhancing this image?

A)) If no, why don't you think, that the physical settings do not contribute towards creating a corporate image? (Skip to question 6)

B) If yes, how do you think these help in creating a corporate image? Do you think that this is true for all companies?

4. Has your company taken any special steps to use landscape for image building?

A) If no, would you like to make such decisions in the future? And if yes, can you describe what changes or additions you might want to make?

B) If yes, can you describe how landscape has been used for corporate image building by your company? If you are satisfied by the design, can you mention a few elements in the landscape that portray the image desired by your organization? If you are not satisfied by the design can you describe its shortcomings in the image building process?

C) According to you, what elements in the existing physical settings best reflect the corporate image of the company? And what elements do you think can be changed or removed to better reflect your company's image?

D) Can you think of another company whose landscape you like or dislike? And what do you like / dislike about it?

5. Over the years, has your company tried to change its corporate image? If yes, has this been reflected by a change in the landscape too?

6. What do think are most effective ways of building a corporate image?

7. If it is proved that landscape does indeed act as a tool in creating a desired image, would you try to incorporate the findings in the physical design of your company? If yes, what would be the deciding factor or how would you prioritize your decisions?

8. In your opinion, is the current trend in green building, an active process for image building among corporations? Will this trend effect any future modifications in the physical settings of your corporate office? Or is your office building already LEED certified?

Interview Protocol for Landscape Architects

1. What is the most important aspect behind the design of (name of the corporate park/ campus/ building)?

2. Did the company give you any description of the kind of environment they wanted? Did they ask you to work on a specific image?

A) If yes, please describe what you were asked to work on.

B) If no, did you want to create a specific image through landscape? If so, what was the message about the organization were you trying to convey through the design?

3. What elements of your design are used to portray the desired image? And why have you selected those?

4. Do you think that landscape can be used to create a representative image of the corporation?

5. Do you think a designer can make provisions in the design to respond to the change in corporate image over the years?

6. Finally, what do you think about the "greening of corporate America"? In your opinion, is it merely a trend among corporations to show how environmentally responsible they are? How do you think it helps corporations?

Interview Protocol for Employees

1. How long have you been working for this company?

2. What is the corporate image that you have of the organization that you are working for?

3. Was the image that you have about the company formed before you joined the company or after? Or do you think it's an ongoing process and dependent on various factors?

A) If you think, it depends on various factors; can you name those factors for me?

4. What is your opinion about the physical settings of the company headquarters?

5. Do you like the settings? (Specifically with regards to the Architecture and Landscape)?

C) If yes, what do you like the most about these settings?

D) If no, what don't you like about the settings and why?

6. What do you think about the landscape of this corporate office?

A) Do you like it? And if yes, why and what about it do you like?

B) If no, why don't you like it? What would you want it to be like? And are there any changes that you would like to see in it? Why do you think are these changes required?

7. Can you think of another company whose landscape you like or dislike? And what do you like / dislike about it?

8. Do you believe that a landscape can be important to the corporate image for an organization?

9. You mentioned that you like / dislike certain aspects of the landscape. Do you think that these elements help build a corporate image or help form a true or false representative image of your company? If so can you pick examples within the existing landscape and explain how an element or character of the landscape represents a trait of your company?

Appendix B – Interview Transcripts

A.1 Center for Innovative Technology (C.I.T)

A.1.1 Interview with Peter Jobse, President, C.I.T

Archa: As an organization, what image does your company want to create in the minds of its various stakeholders?

P.J.: it's very important to us that the building, the way it is viewed from the outside and from the inside is expressive of high technology, advanced technology. We are an organization whose purpose is to accelerate technology, so the look of the building, the way its structured has to be clean, high tech, different and unique. It has to be iconic.

Archa: What steps has the Center for Innovative Technology taken to project this image?

P.J.: Well when the building was originally designed, it was designed as an ultra modern, very atypical structure, who's outside appearance including landscape would stand out. In fact people recognize this facility, if not by name, certainly by structure.

So from the very beginning the building was designed that way.

We capitalize on the structure and the look of the building by using it as a part of our logo. Our business cards have the building on it and so we are very conscious of the physical presence of the property and what that means to our image.

Archa: Do you think that the physical settings (such as architecture, interior design and landscape), help in creating or enhancing this image?

P.J.: Yes

Archa: How do you think these help in creating a corporate image? Do you think that this is true for all companies?

P.J.: *Everything that is done from the landscape or from an external standpoint is to enhance the image of the building and to enhance the image of the company as very advanced high technology.*

Archa: How do you think these help in creating a corporate image?

P.J.: *There is no doubt in my mind that people know that this building and what we do is representative of technology. When we tell people where we are physically located, and you describe the look of the building and they immediately know where you are, which is very atypical I think. People know either addresses but they don't know the way buildings look.*

Archa: Do you think that this is true for all companies?

P.J.: *No I don't think so. I think a lot of companies in the private sector make a decision for where they are going to be based on physical location of the building, so it's attractive to the employees that they want, that they have access to the customers, and then the external look or appeal of that building is a secondary or tertiary concern.*

Archa: So in your case it was the other way around?

P.J.: *Yes in our case it was the other way around because this is a not profit organization. It was mission enabled by the common wealth of Virginia and the primary purpose of it was to make a public statement about its commitment to the advancement of technology.*

Archa: Has your company taken any special steps to use landscape for image building?

P.J.: Well yes.

Archa: Can you describe how landscape has been used for corporate image building by your company? If you are satisfied by the design, can you mention a few elements in the landscape that portray the image desired by your organization? If you are not satisfied by the design can you describe its shortcomings in the image building process?

P.J.: When the original landscaping, to go with the building was developed it was designed to complement and accentuate the building. So when you look at the tree line and the proximity of the trees, the indigenous trees that are here, they were preserved to reflect in the windows of the building, the presence of nature and trees. One of the projected images that were designed to be iconic to the structure was the fall turning of leaves, reflected in the building as you go by. And that is preserved. We have made sure that through out development and potential development; we don't lose that aesthetic appeal.

The other thing that was an important part of the integration of the building with the landscape and the management of the landscape was this whole concept of something that is very new, very different, very advanced in technology rising out of the forest. In the latter part of the 1980's they called it "the machine in the forest" and so the image of forestation and the image of greenery around the building has always been important.

If you look at the area outside the atrium, which goes in the roof architecture, it is again integrated with smaller trees, which reflect the harmony between the existing forest wooden area that was here and with in this architectural wonder or what some people call monstrosity.

The long answer to your question is that we take steps to preserve the clean lines of the building, the reflection of the forest in the mirrored structure of the building and as the landscape level, using of plants and greenery that are reflective of simplicity of nature but also, characterizing the structure of the building.

Archa: So are you satisfied by the design?

P.J.: Oh ya! I think it complements it very well.

Archa: According to you, what elements in the existing physical settings best reflect the corporate image of the company? And what elements do you think can be changed or removed to better reflect your company's image?

P.J.: Yes, if you look at area that I mentioned to you before – the atrium and the way there are trees that are integrated into the patio area of the roof of the atrium, it gives kind of a second tier of forestry integrated with the building.

If you look at the driveway at the front of the building and the circular structure of it, it used to be rocks that were mined specifically from the area that's here.. That integration I think blends to the harmony of the pieces that come through here.

If you come around the side of the building where the loading dock is, you'll see a retaining wall that has the same type of integration.

The landscape and building was thus designed to create an image of something ultra modern rising from the core of nature and so the landscape is reflective of nothing but nature and then as you move to see the building you see this ultra modern glass and steel structure, which is very atypical for a natural environment. So the landscape is preserved all the way to the building which then became the complete opposite.

Archa: And what elements do you think can be changed or removed to better reflect your company's image?

P.J.: I cant think of anything on the landscape side that I have looked at.....there is.. and this is kind of indicative of how you view the images as it comes on itself – If you look at the window up to the side here and I can actually show it to you later,....down into the woods, now the trees are gone, the property that the building is built on was donated to the innovative technology authority and part of the donated land included a small shack, and outside of that shack was that typical three or four abandoned vehicles and they really put a dent in the beauty of the image when the leaves fall down. So yes...to fix the landscape would be to put the trash away that you see when the trees are bare. But that's not really the groomed landscape; it's the core perimeter of the property that this entity sits on.....that's the only thing that I can think of. For me that like an eye sore.

Archa: So in terms of the character of the landscape which one do you prefer – the naturalized or the groomed and manicured one?

P.J.: We have a little bit of both. You know if you let it all go natural it would look a little unkempt so we've maintained a small perimeter of groomed area bordering the forest. And I wouldn't change any of that.

At some point of time you could make an argument that it would be nice for the organization and the people here, to have a small path that wound through the woods, you know so that people could have a tranquil break at lunch or something like that, but you know that by its nature would change the landscape but no so significantly that I would say that I hate the way we have everything manicured and groomedOr I go back to natural

Archa: Can you think of another company whose landscape you like or dislike?
And what do you like / dislike about it?

P.J.: Well, on a much much larger scale, the direction in which the Howard Hughes medical institute is headed looks very similar to this. Are you familiar to that facility? You should take a look at that. The architecture is physically embedded in to the ground to allow harmonious transition to the eye.

You know it's a beautiful rolling property and the Patomic River and then this wonderful institute that does research. It has a campus like feel to it that is representative of deep thinking and tranquility and harmony.

Archa: Over the years, has your company tried to change its corporate image?
If yes, has this been reflected by a change in the landscape too?

P.J.: Yes we did. We had a corporate logo that was changed three years ago and interestingly enough we changed the logo to represent the building. Because the building had become so engrained with our culture and with our image and what people recognized ... You know we had a contemporary wavy line before, but this is how people notice us so we actually changed the logo to represent the building.

Archa: has there been change in the landscape too to represent the image?

P.J.:So we didn't change any of the landscape as a result of the image but we changed the image as a result of the buildings! So this is the reverse of what you would expect.

Archa: What do think are most effective ways of building a corporate image?

P.J.: I think it's the way you do anything you do everything. So if you want to have a high tech image you have to have a facility that looks high tech. If you want to have the image to be very cerebral, very intellectual it can't look like you are manufacturing. A very high technology, learning enabled organization doesn't fit well in a strip mall. So you know you have to try and blend the physical premises that you are going to be in with something that's supportive and reflective of the kind of work that you do.

Archa: In your opinion, is the current trend in green building, an active process for image building among corporations? Will this trend effect any future modifications in the physical settings of your corporate office? Or is your office building already LEED certified?

P.J.: Yes it is. The building is now 20 years old and there are considerations in the retro fit for doing some of those things.

Archa: Lastly, do you think that 15 years from now this landscape will still represent the desired image as it does now? How will you address image changes in the future?

P.J. : The landscape will definitely change. The reason why I say this is that in 1985 when they broke ground, there was nothing here. Ours was the only building in the woods and people used to look at this and say "what is that thing in the woods?"

So if you fast forward to what it is now..... That has completely changed; there is plenty of traffic, plenty of buildings. The property that we are on right now, the adjacent property and the property to the east will all be developed in the next 10 years. The metro will actually stop very close to here. So when you think about what that will do....it will change things significantly.

So we will change a lot of the wooded area around us. This will require us to examine the landscape and figure out how we fit with the community that is going to look more like the Reston town center than this "buried in the middle of the woods look".

What will happen is as land becomes very valuable, it's hard to just keep trees because they look good in the building. Things will change people are going to build buildings next to us and we will make the decision to use our land to do development to be able to monetize the value of that land. You know it gives us more money to do what we can do.

Archa: So in your opinion the architecture is more important for the image of a company?

P.J.: The architecture is definitely more important in creating an image. I would only say that in this case. The landscape and the building need to be designed in harmony but in this case the architecture is more important because it's weird. It's very unique and very different than other things that are there. You know if you had to show up at work in a clown suit you would do it because you wanted to make a statement and have people look at you for some reason, while this isn't a clown suit but it has the same type of striking, atypical structure factor and that's why the architecture is so important.Had the landscape not been considered with this building and we had poured concrete all around it, and turned it into an outdoor café or something it would have been a horrible transition between what's natural and what's built and the feeling would have been more of the dominance of technology over nature and it would have thus projected that technology is not a good thing. It needs to be harmonious.

So when you say what's more important between the architecture and the landscape, I don't really have an answer to it. I think the two have to be harmonious. You can really screw up a nice building with some bad landscaping or you can take a really nice landscape and put up a building that looks like a tissue box and ruin the landscape.

A.1.2 Interview with Martha Schwartz, Landscape Architect, C.I.T

Archa: What is the most important aspect behind the design of (name of the corporate park/ campus/ building)?

M.S.: It's a long time ago having done this project. It was my first project you know. What was I trying to do? Is that the question?

Archa: Yes. What was the most important aspect behind the design? What was the concept behind the design?

M.S. : Well...I mean...you know... we are always looking at what the givens are of a situation and kind of start with the givens....Set up the framework for what the possibilities are...and it was clear that people wanted to use this as a garden, as a outdoor space, as a gathering space.. I mean it turned out off of that....

There are only a few places on the roof that actually hold up trees at all and what we ended up doing was actually create another surface of the building..., essentially work with the architecture...the architectural piece. And it was a very very strong building...it had a very strong attitude and we wanted to do something where that surface was really an integrated part of the whole.....I mean that kind of generated the design, working alongside...you know the architectural aesthetic.

And then you know we were working with light weight materials and working in an area specifically planting where we could. What was interesting I think about this project...the one thing that I remember is that, even though the building was very progressive and kind of a strange building...upside down pyramid, on a

podium...it was a very new kind of architecture and the clients were definitely you know brave forward thinking enough to actually build something that was actually that contemporary. What we wanted to do was bring some of the color, in the architecture on to the ground plane by using these blue gazing globes. Gazing globes made of glass, but the client thought it was such a radical move that they had a hard time accepting it. So what was interesting was that the whole building was incredibly radical...there wasn't reason where a commenceder??? radical move in the landscape was not acceptable. That's kind of where I first came up against this revelation that somehow the cultural expectations we have of what the landscape should be are very different from what a building could be. And those ideas that are OK when expressed in the building are not OK when expressed in the landscape. So that was my "aha" moment in this project. And what happened was that even though they were very scared and skeptical about these blue gazing globes, we actually purchased them ourselves and attached them so they could sit out there for a couple of weeks and if they didn't like them we would take them out. So we actually had to put them in ourselves...if they thought they were too radical they couldn't live with that, they would kick them out...but they ended up being there.

Archa: Yes. And they are still there now.

M.S.: And they are still there. Correct. Have you been there recently?

Archa: Yes. I did. I actually went there in December and studied the landscape and spoke to Peter Jobse and a few employees of CIT.

Archa: Did the company give you any description of the kind of environment they wanted? Did they ask you to work on a specific image? As you said, a lot of

it represented the architecture two dimensionally. Is that what the company asked you to work on or was that a decision between you and Arquitectonica?

M.S.: Well, it was mostly a decision by Arquitectonica and ourselves. I don't really recall having a lot of conversations about what the client wanted. But I think Bernado had a clear view of that.

Archa: did you want to create a specific image through landscape? If so, what was the message about the organization were you trying to convey through the design?

M.S.: Well...Indirectly. I mean I think that the company chose this piece of architecture from a competition. They had a lot of choice about how they wanted to be represented. So I think the major choice was the company's choice when they chose arquitectonica. Our choice was to do a landscape that kind of embodied and reiterated the architectural motif.

Archa: So that is how you tried to represent the company's image?

M.S.: Right.

Archa: What elements of your design were used to portray the desired image? And why did you select those? And I guess it's what you have told me already...Would it again be the globes and the way the architecture is represented two dimensionally?

M.S.: Ya I think so. I think so. You know it's like designing another façade.

Archa: Do you think that landscape can be used to create a representative image of the corporation?

M.S.: Yes absolutely. And of as well as a city and even a country.

Archa: Ok. And how does that happen? Can you give explain that further?

MS : Well...I think that the landscape ...in a city is the public realm. Everything outside of the buildings, all the spaces that we share collectively is what holds the city together. So how that looks and how its treated and how it's maintained and what it feels like and its face...all of these things affect the way a city is perceived. More so than the buildings. So I think that right now...not so much in the United States because we haven't really humbled to the fact that we need to move towards specification but in Europe, where there are city dwellers, there is a huge competition amongst the cities to attract population and that is bringing on a big investment in their public landscapes...Because thats what people who have choice want. They want a place that's a nice place.

So you know that's very true for cities and for communities and for neighborhoods and creates value for people.

Archa: Do you think a designer can make provisions in the design to respond to the change in corporate image over the years?

M.S.: Well...I think that a landscape and an environment or something that belongs to the public has to be seen and treated as something different. Like a private art collection or even a building. But I do think that there should be some provisions for making sure that the designers stay involved or if there are changes to be made, the changes are sympathetic. That don't detract from the original project. I think that change is natural but the problem is that very few people seem to understand or value what the designer can actually do in order to make the changes sympathetic. So it would be really great if somehow that could be a requirement... That in order to make changes the original designer has to be

involved in those changes. Unless of course they really want to change with time and start over again.

A.1.3 Interview with Employee 1 – (Coded as Ann)

Archa: How long have you been working for this company?

Ann: Almost 2 years.

Archa: What is the corporate image that you have of the organization that you are working for?

Ann: I'm not sure what you mean by that?

Archa: What I mean is that how do you perceive this organization? In terms of a company how would you describe it?

Ann: I think it invests in the community looks to accelerate technologies and in general make life better for the citizens of the state and nation.

Archa: Was the image that you have about the company formed before you joined the company or after? Or do you think it's an ongoing process and dependent on various factors?

Ann: I did not have an image of the company before I joined. I didn't really understand the mission, it took me a couple of months to understand, being here talking to people what we did.

Archa: So it's basically and on going process for you?

Ann: Well within a month I understood what we did. So I pretty well understood the mission but I didn't have a good grasp of it in the beginning when I first joined.

Archa: What is your opinion about the physical settings of the company headquarters?

Ann: Oh I love it! I love this building. It's been my favorite place to work.

Archa: Do you like the settings? (Specifically with regards to the Architecture and Landscape)?

Ann: Yes I do

Archa: what do you like the most about these settings?

Ann: Its very open and airy, there are a lot of windows, even in areas where people are not in offices you still have access to light and windows. There isn't that feeling of being in a cubicle. It's a wonderful environment.

Archa: So it's nice to be visually connected to the outside?

Ann : Ya and you'll see that, and I'm surely you've probably noticed that as you have walked around, that there is a view everywhere and you are not very far from the window at all.

Archa: What do you think about the landscape of this corporate office?

Ann: This particular campus? I think that it is peaceful, quite feeling to it. It's very comfortable.

Archa : So you like it? what about it do you like?

Ann : *Ya I think they've done a good job.*

Archa : *So what you like about it is its peacefulness?*

Ann: *I do! I think work in itself is a stressful thing and there's always something happening but I don't feel stressed in this environment as I have in other environments, with the same kind of function.*

Archa: *What about the particular site design of this area? Like the external features, like the blue globes outside and everything else in the landscape?*

Ann: *Yeah, I think that a lot of the elements are unique and that makes the feel interesting, you know it's not a square building with a couple of shrubs. There are a lot of unique elements in the design of everything, that the design was done carefully; I like the way the building has its unique landscaping. U know everything seems to be well thought out and it's a comfortable place.*

Archa: *Can you think of another company whose landscape you like or dislike? And what do you like / dislike about it?*

Ann: *Oh I like Reston town center by the fountain, but that's a completely different kind of environment.*

Archa: *And what do you like / dislike about it?*

Ann: *I cannot put that into words, I know its not very helpful ... let me think if I can think of another area. I tend to like quite areas with trees and a lot of green, and I like unique things, I like different geometric elements.*

Archa: *So is that what you like about this campus too?*

Ann: I think so. I think so.

Archa: Do you believe that a landscape can be important to the corporate image for an organization?

Ann: For the company?

Archa: Yes.

Ann: I am not sure that it plays that great a role on the company's image. Certainly the building is identifiable; everybody knows this building and this campus. People are curious to know what we do and when people find out I work in this campus the first question is what is that building about?? Everyone notices it to the extent that it makes people curious and makes people know CIT and know the campus and I think associate the organization with it. I am not sure that we still wouldn't be known in the community, if we were in a rectangular building in an office park some where.

Archa: So it's basically the architecture that it more important & expressive than landscape for creating an image?

Ann: Yes, I think that's the case.

Archa: You mentioned that you like / dislike certain aspects of the landscape. Do you think that these elements help build a corporate image or help form a true or false representative image of your company? If so can you pick examples within the existing landscape and explain how an element or character of the landscape represents a trait of your company?

Ann: I think an attempt was made with the globes to, reference technology, but I don't know that.....(pause)

Archa: That that actually happened?

Ann: I am not sure that looking at just the landscaping that one would have that impression. Perhaps, the building architecture, but not the landscaping. Although I think that it enhances the feel of it.

Archa: I' sorry for asking this question again but can you specify elements for me?

Ann: No that's fine. I think the globes, and the way that they are oriented,.but honestly I don't think that an organization in generalI don't think the landscaping effects that much. I would think that, there would have to be a very dramatic way of putting things together for that connection to be made.

Archa: So your corporate image about the company is that it helps the community and it supports innovation in technology.

Ann: Yes

Archa: But the landscape design of this campus isn't as effective in communicating this visually as much as the architecture is?

Ann: Yes, the landscaping in itself, I don't think will clue you in to what's happening here. I think the globes are unique things and they may ...I'm not sure that even they would be indicative...I am not sure the landscape necessarily tells you what happens here.

A.1.4 Interview with Employee 2 – (Coded as Susan)

Archa: How long have you been working for this company?

Susan: I've been here twice so I have to keep thinking about it. About 14 years total.

Archa: What is the corporate image that you have of the organization that you are working for?

Susan: The corporate image.....I'm not sure what you mean by the corporate image.

Archa: What I mean is that how do you perceive this organization? In terms of a company how would you describe it?

Susan: As a very highly professional technology corporation.

Archa: Was the image that you have about the company formed before you joined the company or after? Or do you think it's an ongoing process and dependent on various factors?

Susan: Yes it was formed before I joined the company. And I think it's an ongoing process.

Archa: What is your opinion about the physical settings of the company headquarters?

Susan : Well, I worked in the building before I worked in the organization so a lot my impressions were made by the surroundings and the building itself. I worked on a different floor and the building is very unusual.....well at least at the time that it was made, it was extremely unusual for the area and it had a very high

impact, and still does on whoever visits or sees the building. It really stands out. At the time it was built it was extremely modern and very impressive and different than anything I had seen or I had worked. So that's how I formed that opinion. Regardless of what goes on inside, (and it ended up being that way) you got the feeling that you were working in some really advanced very modern, highly professional environment.

Archa: Do you like the settings? (Specifically with regards to the Architecture and Landscape)?

Susan: Yes I did like the settings when I first got here and I still do.

Archa: If yes, what do you like the most about these settings?

Susan: Well the building was very very pristine, very stark in a sense; very modern and very contemporary. I like that type of feel in architecture versus more of a laid back easy type feeling.

What I like about the building, having worked here for all these years is that the architects designed a building with a lot of windows and a lot of light. Regardless of where you sit you can see outside, just like we can from here. I think I had heard that it was a European influence, I'm not sure about that but that's what I've heard. That's the thing I've enjoyed the most working in this building is the fact that you can always see outside and that is very important at least to me.

Archa : I am going to go back to 1 point. You said that at that time when the building was made it was really new and innovative, but what do you think about it right now? Do you still think it fits that description?

Susan : I still think its innovative. At the time that it was made it was unheard of...at least in this area. I think it's a highly unusual building and like any other beautiful piece of architecture, at least in my opinion, it's ageless.

Archa: What do you think about the landscape of this corporate office?

Susan: When you say landscape do you just literally mean the landscaping or do you just mean the way it is set up?

Archa: Both the way it is set up as well as the literal landscaping.

Archa: Do you like it? And if yes, why and what about it do you like?

Susan: I like it because it's very pristine and very symmetrical in a sense. I like clean landscaping and clean lines in a building landscape. It's not as nice as it used to be as we have a lot of things obstructing our building and our view now, but in the past we were the only thing that was sticking out into the sky. So I like that. I like the neat landscape, that is manicured and that is very pristine. I really like neatness. So that's what I like about it.

Archa: Can you think of another company whose landscape you like or dislike? And what do you like / dislike about it?

Susan: No I can't think of any that I like as much.

Archa: Do you believe that a landscape can be important to the corporate image for an organization?

Susan: Absolutely. I mean I don't know if it's critical to the success of an organization, but I really think it helps.

Archa: You mentioned that you like / dislike certain aspects of the landscape. Do you think that these elements help build a corporate image or help form a true or false representative image of your company? If so can you pick examples within the existing landscape and explain how an element or character of the landscape represents a trait of your company?

Susan: Well I don't know what in particular I can pick and point out but I know that people who come to this area recognize the corporation because of the building. They put the two together and recognize the corporation because of the building. They say "oh I'd love to come in and see the building and get a tour of it" And they have questions about the building. Somewhere or the other there is intrigue involved and curiosity about it. This somehow raises the level of the organization and I don't understand that and it doesn't sound right but it does happen.

Archa: Ok so that's about the building, what about its setting and the landscape? What about the various elements used in the landscape of the site? For eg: the blue mirror globes?

Susan: I don't know that you would observe that unless you are here for a period of time. I don't think that that has....I guess it's a part of a big package, of a well thought out plan of some type of innovativeness I suppose. Innovative structure....or Innovative landscape....I don't know...

Archa: So does that mean it's a part of design that is just read by the employees?

Susan: Well yes. For us and the visitors. The visitors would be a part of the package of the innovative feeling that you get visiting the building. Not really much of an answer but I really don't have an opinion on that part of it!

A.2 Gannett /U.S.A Today Headquarters

A.2.1 Interview with Nancy Houser, Director of Corporate Administration, Gannett Co. INC.

Archa: As an organization, what image does your company want to create in the minds of its various stakeholders?

NH: Well we want to be a good forward thinking corporation. We want to that we are prominent; we want to be you know a visual landmark... here at Tyson's we are at a major street. We did this both with the architecture and the landscape but they are so seamless. Our landscape architect actually drove where the building went...but anyway ...umm...I'm not answering the question... We want to be responsible corporate citizens too in doing a responsible landscape...with a lot of environmental issues we had to deal with. Because we also had a storm water management pond that is adjacent to our land...We had to improve that.

Archa: What steps has Gannett taken to project this image?

NH: We are 95 newspapers and 25 news stations – we are also very big on the web now. We have a whole new digital division and we have a lot of young people. We also own USA Today which is very user oriented and I think our TV stations are very active and you know vibrant. So it's all about media and message and getting information to people in new ways now. Like all the mobile units and you know to students to ...like everywhere. So Gannett is a giant media company.

Archa: Do you think that the physical settings (such as architecture, interior design and landscape), help in creating or enhancing this image?

NH: Yes I think so because we are also interested in attracting and retaining the best employees. We have big health facility here and that relates to the landscaping as well.

Archa: If yes, how do you think these help in creating a corporate image? Do you think that this is true for all companies?

NH: Because we are also interested in attracting and retaining the best employees. We have big health facility here and I think that relates to the landscaping as well. We have a 20,000 sq ft. Health facility but we also have 1 mile of jogging trails, we have softball courts, we have volley ball, basket ball, and we have it all incorporated in the landscape.

Archa: Ok. So you think that these facilities in the landscape are helping you in retaining the best employees?

NH: Yes.

Archa: how do you think these help in creating a corporate image? Do you think that this is true for all companies?

NH: I am not sure about all companies but we just had our landscape respond to our specific site conditions and we also had two acres of landscape roof. And so from a distance you can see trees on our roof which is very neat. And it's just ...our building is adjacent to the Dulles access road and people notice it driving by. It's just a wonderful facility with trees and grass and other things on two acres of our building on different levels. Its on the second floor, it's on the fourth floor – we have all types of different terraces that you can see when you come here.

Archa: Has your company taken any special steps to use landscape for image building? If you are satisfied by the design, can you mention a few elements in the landscape that portray the image desired by your organization?

NH: *I love the design. We moved in, in the fall of 2001 and the landscaping just gets better every year, as things grow out and mature. So yeah it's fabulous. We have won a lot of awards too. We even won an AIA award for this project.*

Archa: Yes I read about that.

NH: *So yeah- it's fabulous!*

Archa: Are there any aspects of the design that you don't like? Can you point out any shortcomings in the design that probably don't reflect the company's image? If there are any?

NH: *Umm...No – I think it really helped. I mean our image would have been stuffier or more traditional but I think Michael Vergason helped us do something greater than I think we would have on our own.*

Archa: According to you, what elements in the existing physical settings best reflect the corporate image of the company? And what elements do you think can be changed or removed to better reflect your company's image?

NH: *Sure –we have all the sports facilities. We also have a lotus pond that's in front of the lobby area. It used to have coy but we don't have coy anymore but we do have the lotus flowers and we have iris that have been planted on our stream that leads down to the storm water management pond and iris is a symbol of the messenger and that is what Gannett is all about and so there was some symbolism that the landscape architect used in using the plants and trees that he chose.*

Archa: Can you think of another company whose landscape you like or dislike?
And what do you like / dislike about it?

NH: *Maybe 'Capitol One' – The credit card company. After we finished our project they finished theirs too. I have not toured their landscaping but I have heard that it might be darn good. I don't know who did their landscaping though.*

Archa: So what have you heard about the landscape? Do you know what makes it good?

NH: *....I don't know that much about it. I don't know what they had to deal with on their site, but we had a lot of challenges – which Michael Vergason can go totally into and explain them to you...but anyway.*

Archa: Over the years, has your company tried to change its corporate image?
If yes, has this been reflected by a change in the landscape too?

NH: *Well we came from a rented facility...we were in Virginia. We were in two twin towers. We were at the top of each and we had rented it. We had no landscaping. So we came out of that to our own place. We had 26 acres to deal with so it was a complete change from like living in an apartment to like having your own house!*

Archa: So landscape was an important aspect of the change?

NH: *Absolutely. Very much.*

Archa: Was there something that you did not like about that facility?

NH: We didn't have a good relationship with the landlord at the end. They had bought the land in 1993 and we didn't get an option to design till 1998. But it's just that we wanted our space. We didn't want to rent anymore because we are a 24 hr news organization and we need to be able to manage our own buildings from a security standpoint. We are not suited to renting really because we work 24 hours a day.

Archa: Is there anything else that you did not like about those offices in terms of the built environment?

NH: Right...yeah I know...like for instance the USA Today newsrooms – They were divided on to small floor plates. We were in these towers that had floor plates only like 16,000 sq ft each and so everybody was separated with people whom they needed to be near. So when we designed our facility, we made 90,000 sq ft floor plates for the newsrooms so that people could be together. It improved our function and our communication to get out of those towers.

Archa: What do think are most effective ways of building a corporate image?

NH: aaah...that's a big question for me...because I'm not a corporate leader. I'm a construction corporate manager. I think it has to do with branding and other things. You know I'm not the right person to answer that.

Archa: Ok...lets put it this way...what would impress you about a company?

NH: I don't know. I think great people. But I am not sure how you would meet them. I mean when you work on a project you would want the people to be nice.

Archa: How about the physical settings. Is there anything that you would look for or expect?

NH: *I am not sure I get that question.*

Archa: *Supposing you had to accept a job offer from two companies, what it is about the physical settings that you would help you decide which one to accept. If at all that influences your decision.*

NH: *Sure! I would look at amenities. What do they provide to make your life more complete? You know u go to work which takes up so much of your day anyway. How can they help you with your other life? You know – home life and everything. What we have done here is we have a 400 person cafeteria that has great food, we have dry cleaning available, we have a mailroom, and we have all kinds of services. So we don't have to leave here during lunch hours to get things accomplished. We have a bank branch here. We have created like a little town. Tyson's is really hard, as you may know to drive around and get your work done – so we try to keep the employees here on campus. We call this a campus. We have all kinds of services so that they can feel comfortable and accomplish things in all areas all day long.*

Archa: *So amenities are very important?*

NH: *Yes!*

Archa: *In your opinion, is the current trend in green building, an active process for image building among corporations? Will this trend effect any future modifications in the physical settings of your corporate office? Or is your office building already LEED certified?*

NH: *I think it is more and more. Our campus is not LEED certified yet. I think they are doing many design elements and maintenance ways to get LEED certification. When we designed it in 1998, we didn't do it to get LEED certification years ago, but its amazing how many things we did just because they were the responsible things to do. And I can send you he white paper that*

explains some of the responsible things we have done – although they were not done to get LEED certification.

Archa: Will this trend effect any future modifications in the physical settings of your corporate office?

NH: Yes.

A.2.1 Interview with Nancy Houser, Director of Corporate Administration, Gannett Co. INC.

Archa: What is the most important aspect behind the design of (name of the corporate park/ campus/ building)?

M.V: I think the main idea here...the most important one in terms of our input on it was getting the building in the right place. And I think... you know it relates to issues of energy consumption, sustainability and a lot of detailed aspects of that in the project but first and the foremost was building in the right place, in terms of reservation resources and the effort and energy involved in the development of the site ...So I think the most important aspect of our input without a doubt was that simple idea of getting the building in the right position ...both for the issue of human comfort and the economy of resources. After that as it relates to the issue of corporate identity I think the second decision to break this corporate image into two entities that reflect the real workings within Gannett as opposed to its real legal structure and step the scale of the project down. And one of the beautiful things about this is the slenderness of the buildings as they relate to typical speculative office buildings...These buildings are 60 ft wide and natural light really floods the spaces. I think there's therapeutic benefit specially in a work setting with access to landscape and this is kind of a 24 hour work setting- they work as much through the night as in the day and therefore need that therapeutic affect.

...The landscape is a whole in this place...I think it's seen as an important component in this place.

Archa: Did the company give you any description of the kind of environment they wanted? Did they ask you to work on a specific image?

M.V: No. They really said... "What do we do?" and our response would certainly be that you don't come with a prescribed image what that ought to be...The idea needs to be developed as an outburst of what the site offers to you. However, I would say is that they did come with an understanding that landscape was an important part of the project, otherwise in too many circumstances the landscape architect isn't brought in at the beginning of the thinking of the place. The architect, the landscape architect and the interior designer were brought in together at the beginning and worked collaboratively through the project. This was because they thought the landscape was important. They didn't know what it was or what it would be or what it would all look like but they knew that the quality and character of it was an important part of the end product.

Archa: If no, did you want to create a specific image through landscape? If so, what was the message about the organization were you trying to convey through the design?

M.V: Well in terms of a landscape I think it was a development of a "place" that was occupy - able...a major outside space that became a common to the entire community and that's in the form of this central area that people can have access to immediately – visually and physically and that there is high level of transparency between inside and outside ...All the circulation happens at the edge of the commons so that people are moving they are in constant visual contact with the central commons and for persons who are in the commons you see the activity and life of the people within the buildings around you. So I think

that's it...So the place is shaped around the idea that it's the definition of that space that shapes the buildings.

Archa: were you trying to convey a message about the organization through the design? What was it? Did you consciously make design decisions to convey that?

M.V: No. There was some discussion about art in the exterior and the degree to which art could respond physically to the Gannett and USA Today's mission. Some of that did happen on the inside...it didn't happen on the outside and I think its fine. I think the landscape is serving as a therapeutic relief from what happens inside ...it helps clear your mind and is beneficial to people on days of work.

In the end it's a beautiful place. It's a beautiful place to look at, it's a beautiful place to be in and I think you achieve that you achieve some considerable success. I don't think it has to be a whole lot deeper than that.

Archa: You said there was a discussion about using art in the exterior. Do you know why that didn't happen?

M.V: Well...Budget. There were a quite a few things that were supposed to happen but didn't happen because of budget constraints.

Archa: Do you think that landscape can be used to create a representative image of the corporation?

M.V: Certainly...I think it can reflect the principles and nature of the corporation. To the extent that this does -... I would say it does what I like it to do - it reflects the concern of the corporation for the quality of the environment for its community. That it's a corporation for individuals...its beauty sustainability and other issues reflect that concern.

I would say the process of developing this project probably converted them a little bit to understanding the benefits.

I think the timing was different. I think if they were doing this project today, there would be a lot more emphasis. We started this project 8-9 years ago at that time LEED was not heard of much and it was a very different world.

I think they have a higher consciousness about environmental issues now than they did when they started this project and this reflects a little bit of their higher sensitivity.

Archa: Do you think a designer can make provisions in the design to respond to the change in corporate image over the years?

M.V: I think they'll be made whether you make them or not. The ability of companies to sustain this landscape whether intentional or not...I think they came in knowing the landscape was important but I think the product convinced them of really how important it was. And I think part of sustainability is in a more matter of fact way is peoples affection for place...people take care of a place they have affection for. I think they...people at Gannett like this place so they take care of it and I think it's a question of both the financial ability to do it and the will to do it. And this landscape definitely requires some maintenance. But I don't doubt that it will change as well, how much do we accommodate or allow for that change...I don't have a good answer for that...The change is see now and I think everybody appreciates is the maturation of this landscape. And that is a wonderful change.

Archa: Finally, what do you think about the "greening of corporate America"? In your opinion, is it merely a trend among corporations to show how environmentally responsible they are? How do you think it helps corporations?

M.V: Well I think and I have no doubt about this, when we started out we had a small handful of people especially at the corporate level who expressed an

interest in this and now it's the reverse they are all interested. A lot of people think its good business and people get on it. I don't think it matters why people get on it, if it introduces them to the idea and makes converts then its good. I think it's becoming a grassroots issue and I think the issue of global warming has made this a common issue that didn't exist in the US. I think it will be greater 5 years from now, as it is right now from what it was 5 years before.

A.2.3 Interview with Employee 1 – (Coded as Brenda)

Archa: How long have you been working for this company?

Brenda: 27 years.

Archa: What is the corporate image that you have of the organization that you are working for?

Brenda: The overall corporate image?

Archa: Yes the overall corporate image.

Brenda: *I think this company...it is a publicly treated company. I think they are putting on a news product but at the same time they are very bottom-lined oriented and pretty focused on money and keeping the stock price where they want it to be.*

Archa: Was the image that you have about the company formed before you joined the company or after? Or do you think it's an ongoing process and dependent on various factors?

Brenda: *It's an ongoing thing.*

Archa: If you think, it depends on various factors; can you name those factors for me?

Brenda: *Well, it depends on...I manage one of the operating budgets for the corporate headquarters and I get involved with a lot of things related to budgeting for both operating and capital improvements and...I just have this viewpoint of how important the bottom line is to the company, more so than anything else.*

Archa: What is your opinion about the physical settings of the company headquarters?

Brenda: *The outside or inside?*

Archa: Both.

Brenda: *I think the building it self is very stately...I mean it really has a lot of presence. I think the interior of the building especially at the lobby level is beautiful and especially it's very functional. I don't think the offices where people are working are all that functional. I think they made poor choices in some of the furniture and things like that.*

Archa: Do you like the settings? (Specifically with regards to the Architecture and Landscape)?

Brenda: *As far as the landscaping goes, I think the Landscaping is interesting.*

Archa: Do you like it? And if yes, why and what about it do you like?

Brenda: *What I do like about the settings...We've got some land, we've got a pond which is a storm water run off – so there's a pond and there's some woods and the some other things. So there are very natural areas of the campus and*

then there are some very sterile areas of the campus. What I like about it I that I like the pond, I like the upper area where there's a small patch of woods and some more natural things going on.

Archa: If no, why don't you like it? What would you want it to be like? And are there any changes that you would like to see in it? Why do you think are these changes required?

Brenda: But I think it's pretty stark and I think its pretty still. And I think there's a lot of wasted green space. ... There's a huge green lawn that's very carefully manicured. I don't really like that part because I don't think there are enough trees, there's not enough shade – it's just a green lawn to look at – Like you are not supposed to walk on it. It's not very environmentally friendly – let me put it that way.

Archa: Can you think of another company whose landscape you like or dislike? And what do you like / dislike about it?

Brenda: There are other companies up the street from us that have ...or where they have left more natural stuff in tact or they have more trees and more shrubs and things like that rather than just a big huge expanse of green lawn.

Archa: So you tend to like the naturalized areas more than the manicured ones?

Brenda: I do. Yes and it's much more environmentally friendly and requires less fertilizer and all that stuff.

Archa: Do you believe that a landscape can be important to the corporate image for an organization?

Brenda: I think it is. I think it says a lot about a company.

Archa: Can you explain that further? How do you think that happens?

Brenda: *Well...I think that when you come into a company's campus, people look at the building and they look at the whole thing, not just the building. And people kind of look at it and think – how much money the company makes? It reflects how much money you have and it reflects where you put your money...and...I don't know...It's like a person – How you dress. It reflects a lot about what u think your status is in the community and stuff like that.*

Archa: You mentioned that you like / dislike certain aspects of the landscape. Do you think that these elements help build a corporate image or help form a true or false representative image of your company? If so can you pick examples within the existing landscape and explain how an element or character of the landscape represents a trait of your company?

Brenda: *I think ...on the campus they have a pond and then in the upper wooded area there is a baseball field, there is a small softball field in the woods and then there's also some volleyball courts and then on top of the garage – not in the green space – on top of the garage - they have some tennis courts and some basketball courts. And having all that stuff...to me...reflects that the company cares about its employees and the health of the employees by providing some thing where they can work out and you know be healthy.*

Archa: Okay. And do you think there are elements in the company that reflect what the company actually does?

Brenda: *No. None. Not at our company at least.*

Archa: Can you point out the success and shortcomings of the landscape in expressing the corporate image of the company?

Brenda: ...I think that the more natural part of the landscape...I don't know what other people think about it but to me it represents a company that's in tune with the environment - The natural environment. You know that it's ok in letting the plants grow that want to grow. Although they do manicure...even the woods they manicure and they blow all the leaves off so that there's no leaves on the ground so...

And then the manicured piece of lawn represents a company that really doesn't understand what's good in terms of environmental and not. And then they spend a lot of money manicuring this lawn for no purpose at all.

Archa: So you want more naturalized areas?

Brenda: Yes!

Archa: You don't like manicured areas at all or do you think there should be a mix of the two?

Brenda: I guess there should be a mix but I think there should be more trees and I think there should be more natural areas and more trees and I think they should try to planting native plants and shrubs to require less upkeep.

Archa: Why don't you like the manicured areas? Is it because you think they are not functional and do not engage the people?

Brenda: No. You really not allowed to do much on those manicured areas. It's really just a big green lawn. I don't think anybody is really welcome to use it. So it's just the looks. U know ...it looks like a golf course. It's just the looks.

A.2.4 Interview with Employee 1 – (Coded as Carolyn)

Archa: How long have you been working for this company?

Carolyn: 24 years.

Archa: What is the corporate image that you have of the organization that you are working for?

Carolyn: *The corporate image...well...it's a communications company. It's in information...Do you want to know what image I have or what image does the company project to its customers? I don't understand your question.*

Archa: Both.

Carolyn: *Well, my image of the company is they are extremely efficient and well run, deadline driven, productive company. And how does the outside world see it? I think probably the same way but in a very changing industry at the moment.*

Archa: Was the image that you have about the company formed before you joined the company or after? Or do you think it's an ongoing process and dependent on various factors?

Carolyn: *I didn't have much of an image before I joined the company to be honest with you.*

When I joined we were just starting up USA Today and I was very involved with events...promotional events surrounding the start up of a paper. So you know I thought it was a very dynamic forward thinking innovative company when I joined and I still think that.

Archa: So have there been changes over the years in the image?

Carolyn: Well, everything has changed a lot over the years. My job has changed a lot over these years and the newspaper industry very recently has been doing a lot of changing. A lot of things are going to be online and digital. So yes, there have been a lot of changes. I've worked under four chairmen! So each one brings his own personality.

But I would still say that underlying all the changes is that drive towards excellence and efficiency. I mean that hasn't changed at all.

Archa: What is your opinion about the physical settings of the company headquarters?

Carolyn: the physical setting is beautiful. I mean its tops. I mean I haven't been in a place that's better than this.

Archa: Do you like the settings? (Specifically with regards to the Architecture and Landscape)?

Carolyn: Yes... very much!

Archa: If yes, what do you like the most about these settings?

Carolyn: I like the open feeling of everything. I like the feeling of the light coming in and I like the feel that you do feel a part of the landscape even though you are in the building. So that is very appealing to me and even though it's a large building it's not that hard to get from one end to the other. And as you do walk through the space its all very appealing and very sort of a calming influence...I think.

Archa: Is there anything that you don't like or would like to see changes in?

Carolyn: Well...I would like to change the location of my office so that I would be closer to my operations...but that's not really possible right now. In fact in my

office I would like to have a closet to hang my coat and other things, but other than that...those are really minor things!

Archa: What do you think about the landscape of this corporate office?

Carolyn: Oh my god! Yeah!

Archa: Do you like it? And if yes, why and what about it do you like?

Carolyn: The landscaping is very soothing, its beautiful, it changes every season, it takes advantage of the seasons. There is always something new to look at as the seasons change. It's very peaceful, it's very welcoming. I am out everyday. You know that jogging path around the pond? I use that every single day that I come to the office. So I go outside and I enjoy the landscaping. I take full advantage of being in the setting that I am in. You know we have ducks and geese and we have all kinds of different flowers and blooming things and he did a brilliant job on this landscaping.

I think anybody who sees it is just blown away by it. I have had so many visitors that come here and go –“wow! I can't believe you work in this building!”. Because it's just...it's very unusual and it's efficient and at the same time it's awe-inspiring to me.

Archa: Is there anything that you don't like in it?

Carolyn: Not really. You see I was also pretty involved in the process of the building because I was involved in a lot of the meetings...So you know it's very close to my heart. I just...I feel like I go out of myself and my department to work into this building, coz I was in all the conference catering and the retail dining, so you know we were very involved.

Archa: Can you think of another company whose landscape you like or dislike? And what do you like / dislike about it?

Carolyn: Another company...You see I definitely like the idea of this connection we have to nature and it's soothing. I really haven't seen another building that kind of includes that.

God that's a very hard question for me...where would I like to work...I wouldn't mind working in the national gallery of art! Because that would be around all those wonderful paintings and you know that a pretty inspiring building too!

Archa: Do you believe that a landscape can be important to the corporate image for an organization?

Carolyn: Yes. I think it says a lot about a company who would put that much attention into that part of the building. I think it says a lot about how they care about their employees...because they want them to take advantage of nature while at the same time working very hard.

You know I just think it gives a feeling of well being. And I think that it shows that the company cares...that the employees work in a place that makes them comfortable.

Archa: You mentioned that you like / dislike certain aspects of the landscape. Do you think that these elements help build a corporate image or help form a true or false representative image of your company? If so can you pick examples within the existing landscape and explain how an element or character of the landscape represents a trait of your company?

Carolyn: Well yes because if the employees are welcome...at lunch time... to jog around a beautiful jogging path, that in turn comes back to the company because it's a healthy employee. And they become energized and they come back to their office ready to do more work for the company...so is that what you mean? Because that really relates to efficiency.

Archa: What about the other areas/ elements?

*Carolyn: You mean like the terraces and different things throughout the building?
... Well I guess it just relates to the fact that Gannett takes care of its employees
and I think that's something people know about our company.*

*Archa: So for you the landscape represents that the company takes care of its
employees? Is that the most important statement that it makes?*

*Carolyn: Yes. Yes. I think that's what it does. And I think for me...it gives me ...just
personally it keeps me sane...because I drive like an hour and a half to get here
and two and a half hours to get home. So I have a very long commute and
when I come in the morning instead of coming to my desk and working, I go to
the gym and I change my clothes and I go out there and I walk. And I walk
around the jogging path with a friend. And I do that for an hour and I do it
everyday that I am here...So that keeps me healthy...that keeps me coming to
work...to be honest...because I would be a nut if I wouldn't do that!*

You know it promotes my health!

And you know its also beautiful and beauty is important to me.

*It's a nice balance...as hard as you work everyday and then you can go and
use nature to get replenished and you know I don't think I would be able to do
that if I worked in downtown DC...So...that's really important to me and also I
think Michael Vergason is a genius!*

A.3 National Association of Realtors, (NAR.)

A.3.1 Interview with Dough Hinderer, Senior Vice President – Human Resources, NAR.

Archa: As an organization, what image does your company want to create in the minds of its various stakeholders?

D.H: Well we are the professional trade association for the real estate industry in this country. We want to present a very progressive image...in terms of the facilities and our buildings. We want to be a role model of what a good real estate building owner does, and we want to be...specially in terms of our building in D.C. – cutting edge specially in terms of owning and operating a building in an environmentally friendly manner.

Archa: What steps has (name of the company) taken to project this image?

D.H: Well, you can see by our building in Chicago that it is striking...its architecture...both the building itself and the landscaping...and the point of the building is I guess a federal park or a state park that we protected...a tree that is a few 100 years old that's there on the property during the construction phase. And we built in as many environmentally sound work practices in materials in the construction of the building. We are a LEED certified building in D.C.

Archa: Do you think that the physical settings (such as architecture, interior design and landscape), help in creating or enhancing this image?

D.H: Yes.

Archa: How do you think these help in creating a corporate image? Do you think that this is true for all companies?

D.H: Well I think it certainly could be applied to other companies and I think there's a growing trend in this country towards environmentally friendly building practices.

Archa: Has your company taken any special steps to use landscape for image building?

D.H: Yes

Archa: If yes, can you describe how landscape has been used for corporate image building by your company? If you satisfied by the design, can you mention a few elements in the landscape that portray the image desired by your organization? If you are not satisfied by the design can you describe its short comings in the image building process?

D.H: Well special steps...you know we used a world renowned landscape architect to help us plan the landscape space around the building.

Archa: What about the design. Can you specify any decisions made consciously about the design? Did you have preferences about what should be reflected in the landscape?

D.H: Well I guess. The answer to that is probably yes...although I was not personally involved in the design phase at that time but Stacy Bolden whose name I gave you earlier was involved and she can give you more details on that.

Archa: Are you satisfied by the design?

D.H: Very much so. Yes!

Archa: Can you mention a few elements in the landscape that portray the image desired by your organization?

D.H: In terms of the landscape or in terms of the building?

Archa: Both.

D.H: I would say just about everything about it. I mean it is a very striking building; it's a beautiful building, very contemporary, it uses just about all of the environmentally friendly technology that's out there. Even the wood in the building is eucalyptus wood. Even the materials that we have used are environmentally friendly even our cleaning products you know are all environmentally friendly cleaning products. So everything that we do in that building is geared towards the image of professionalism with consciousness of the environment as well and our impact on it.

Archa: Are there certain elements that you think can be changed or removed to better reflect your company's image?

D.H: Interesting...You know in terms of the architecture and the landscape I guess I would say no...However...the building has a relatively small foot print and with those kind of tight spaces, it's sometimes hard to get employees into the space in a smooth manner ...you know in a way that encompasses work spaces. So we are limited by the size of the property and the footprint of the building.

Archa: Can you think of another company whose landscape you like or dislike? And what do you like / dislike about it?

D.H: Nothing comes to mind but again Stacy might have some thoughts on that because she's in the DC market and is pretty well attuned to other constructions going on in the area.

Archa: Over the years, has your company tried to change its corporate image? If yes, has this been reflected by a change in the landscape too?

D.H: I don't know that I'd say change it as that would imply that there's something wrong with our corporate image...but I think that our corporate image continues to evolve as society evolves and the pressures on organized real estate in the country evolve, but we have always had...you know we were founded a 100 years ago on an image of professionalism and ethics and that's still foremost in our mind that we are a very professional organization that reflects the highest ethical standards of business contact.

Archa: Are you aware of any changes in the physical settings to reflect this?

D.H: Well you know in terms of the architecture of the building, we have two or three totems that describe our commitment to ethics and professionalism and our philosophy about the land. When you enter into the lobby of our building, our preamble is engraved in glass above the elevators with our philosophy about real estate and its incredibly important role it plays in our country and our culture. ...So I mean our building does talk about our values and ethics and our reasons for existence

Archa: In your opinion, is the current trend in green building, an active process for image building among corporations? Will this trend effect any future modifications in the physical settings of your corporate office? Or is your office building already LEED certified?

D.H: Sure...yes!

Archa: Will this trend effect any future modifications in the physical settings of your corporate office? This building is LEED certified so I am assuming any future buildings would follow the same trend. Right?

D.H: Absolutely right. And even our building in Chicago ...its 50 years old... perhaps more, but whenever we remodel or make modifications in the building here we are following and learning from what we did in D.C. to apply all of those green building ideas and technologies here as well.

A.3.2 Interview with Eric Groft and Marisa Scalera, Landscape Architects, Oehme van Sweden Landscape Architects.

Archa: What is the most important aspect behind the design of (name of the corporate park/ campus/ building)?

EG: Well it falls right within your topic. It was really to produce an image...a corporate image for the NAR. They had their corporate offices just tucked away in office buildings around Washington DC. So this was their chance really to make a statement. And obviously the architecture makes an incredible statement. Its obviously one of the most striking buildings in the entire skyline of Washington which is a very immaculate and classic revival in the buildings if you look in that context ...and this is a very sleek modern statement. So our goal was to do something that was commensurate with the corporate identity of the building but at a more pedestrian level and we did that with the use of interpretative materials and elements in the landscape.

Archa: Can you please explain the design further? In terms of the concept?

EG: Well it's a very small site. I don't know if there's a plan on our website but it's a little triangular piece of land that resulted from a basic urban grid. It's bisected

by the state avenues and its just 5 blocks from the US capitol building. So it a very prestigious location but a very limited site as far as what it could handle. The building itself takes a good 50% of the footprint of this triangle. Also making it a little bit more interesting is that we have a national park service reservation on the tip of this triangle with a fairly significant willow oak tree, that's some 42 inches in diameter....so protecting that tree was obviously a major component to the infill landscape of this sort of corporate office building world, couple on the blocks US capitol was important and again the interpretative quality of the landscape to tell a story of the National Association of Realtors.

And if you want me to elaborate on that... what is it that we are representing? We are representing real property – so the use of different materials – stone, water, plants, would through the use of plant material you know that was transferred with the building material that they sell real property in the United States...So metal, wood, stone, water and earth.

Archa: Did the company give you any description of the kind of environment they wanted? Did they ask you to work on a specific image?

EG: Oh yeah.

Archa: Can you please describe what you were asked to work on.

EG: They wanted something very bold and dynamic...something innovative that represented their message. They gave us many quotes. Some of these quotes were interpreted by the architect on the interior of the building. There were other quotes that very incorporated into interpretative kiosks that are on the New Jersey Avenue or the main entrance.

Archa: What elements of your design are used to portray the desired image? And why have you selected those?

EG: Well, we've got a very bold graphic paving pattern that really just comes of the grid of the building, with three different colors of granite – white, black and grey. We have a water feature adding the element of water and stone. There is a sort of a trough that holds, carries water along the course trough. The trough actually works as a bench with a big stone coping, that allows people to sit on, and this falls into a lower basin. It leads from the front door of this office building towards the park service reservation at the north end. There are five metal kiosks that were designed by..... And they have various quotes and we can send you images of what they look like....so we have an artists component here - You know one's a keyhole, one's a window, one's a door and they have various quotes in them.

Archa: And why have you selected those? And I think you have already answered that before ...maybe that you wanted to reference that to the organizations work?

EG: Oh Yeah and the use of metal is that it's an important building material when it comes to real property but its also very commensurate with the style of architecture of the building as well.

Archa: So all the materials and elements are used to reference the organizations work?

EG: Yes.

Marisa: One of the things Eric forgot to mention was that we have a roof terrace – You know we have a roof terrace with all the views to the US Capitol.

EG: and another point that was important about this project is that this is Washington's first silver LEED project and that was something very important to NAR, for the image of being a green sympathetic corporation.

Also we had to fit within the requirements of the DC agencies; they were interested in making sure there was plenty of outdoor seating and shade – so we have a number of shade trees that are on the site as well as incorporated into the geometry of the site. Also the plantings – the NAR people were very concerned that they looked good four seasons of the year.

Archa: Do you think that landscape can be used to create a representative image of the corporation?

EG: Well I think that obviously one of the goals of the landscape architect is to be responsive to the context of the site, - This one being an urban Washington site within blocks of the US Capitol. It has to be commensurate with the appropriate form of building that you are dealing with and obviously you have to relate things to the client and whatever their image is.

Archa: Do you think a designer can make provisions in the design to respond to the change in corporate image over the years? Have you made any provisions for that in the design of this landscape?

EG: Well I think they are a pretty conservative group, but I think their message will stay the same... You know it's been the same and will remain the same. However we did consider changes in terms of what will happen to the landscape in terms of sizes of trees and so forth but there is no adaptability built into the corporate image that we were trying to provide them.

Archa: Finally, what do you think about the “greening of corporate America”? In your opinion, is it merely a trend among corporations to show how environmentally responsible they are? How do you think it helps corporations?

EG: I think its something that corporate America has to be aware of because the public's reception of the corporation is very dependent on how sensitive they

are to green practices. There is a lot of pressure right now I think to be that way but I think this whole thing of corporate image in landscape really started when corporations started moving out of cities into campuses – like Pepsi Co and I'm sure you are aware of Pepsi co... the have done a number of campuses in the Washington area and you know once they started taking on landscapes in acreage, I think they learnt very quickly how important it is to do things that are sustainable, that has a landscape that has four seasons of interest – not just one or two seasons. You know they are almost required financially because it takes a lot of money to maintain these properties- so building things that are sustainable and keeping maintenance costs down is something that we had always offered to people when we are working with them.

A.3.3 Interview with Employee 1 – (Coded as Ellen)

Archa: How long have you been working for this company?

Ellen: 17 and half years.

Archa: What is the corporate image that you have of the organization that you are working for?

Ellen: Conservative and very upscale.

Archa: Was the image that you have about the company formed before you joined the company or after? Or do you think it's an ongoing process and dependent on various factors?

Ellen: It's an ongoing process.

Archa: If you think, it depends on various factors; can you name those factors for me?

Ellen: Well, I've worked in 3 different locations with NAR, the first location was a rather dowdy building, that would never be built in code and that was never ADA complaint, and we tore that building down and moved into a very upscale building as tenants on street and that buildings is mostly occupied by Williams and consley...the law firm...And so it was a very conservative, very upscale building. When we moved here we moved this building from the ground up – the first green building in DC and we built it with top shelf equipment and finishes and we used a top shelf architect and a top shelf landscape architect ...everyone we hired to work for our us was extremely knowledgeable and extremely well know in the market.

Archa: What is your opinion about the physical settings of the company headquarters?

Ellen: I think the building itself is gorgeous, I think the landscape architecture is absolutely phenomenal, I think the location leads a lot to be desired because there is very few stores around here, like if you really needed to go to a pharmacy here, u would have a 10 block walk. So there are things like that that are missing...small shops, small restaurants.. u know

Archa: Do you like the settings? (Specifically with regards to the Architecture and Landscape)?

Ellen: yes.

Archa: What do you like the most about these settings?

Ellen: The building is sleek, the building is gorgeous...its absolutely gorgeous and when you look at it from the corner...it takes your breath away...its so beautiful and the lighting is exactly right in the evenings, the signage in front of the

building is very downplayed, very stately...its nothing neon and garish!...and its just a terrific place to work...both outside and inside. I mean its beautiful.

Archa: What do you think about the landscape of this corporate office? Do you like?

Ellen: Almost everything...I wish there was a little more of it. When we built this building, we took some federal parkland and we worked with the federal parks department to recondition the parkland and that was a very difficult process because the national service is extremely difficult to work with and there are a lot of very specific requests...but there is a big beautiful tree in the parkland and there's some landscape around our building and there is landscaping upstairs on the roof level and all of our landscape was done by OVSLA, and I don't know you could ask for more tasteful landscaping than we have. Its beautiful.

Archa: And are there any changes that you would like to see in it?

Ellen: I would like more of it. I would like more green, but it wasn't possible because a lot of the sidewalk that we now occupy wasn't ours ...In the front of the building there is a circular drive way...I wish we could have more landscaping in the plaza area. I can understand why there's not, but in the perfect world there would be.

Archa: Can you think of another company whose landscape you like or dislike? And what do you like / dislike about it?

Ellen: I wouldn't have any idea, I'm sorry...I really wouldn't.

Archa: Do you believe that a landscape can be important to the corporate image for an organization?

Ellen: Absolutely. Because I think that if the landscaping looks shoddy or untended, or cheap or if it's dirty...like if u'r not maintaining it, I think its pretty indicative of whats going on in the inside...You know...to me its like eating in a restaurant...if the bathrooms are dirty, the kitchen's dirty!

You know if the outside of your building looks neglected, you are going to have the impression that the inside of the building is neglected also.

Archa: You mentioned that you like / dislike certain aspects of the landscape. Do you think that these elements help build a corporate image or help form a true or false representative image of your company? If so can you pick examples within the existing landscape and explain how an element or character of the landscape represents a trait of your company?

Ellen: well I can tell you that when the landscaping was selected and when we worked, we brought the landscape architect in when there was a whole on the ground. The la, archi and artist worked together...so we are very fortunate that the whole thing was done at one time and speaks of the presence we want in the neighborhood. Cant tell you this tree did it but I can tell you we have a tree on the site that we preserved because it was a sort of a neighborhood landmark. And I can tell you that when they rotate the plantings, its all done at one time and its done with seasonal plantings, and its very tastefully done. All the plants are indigineous to the environment and to our location because its supposed to meet our GREEN certification.

Archa: What do you think about the water fountain?

Ellen: ...Honey I'm the facilities manager so in the perfect world, I would never have a water feature in my building because they are so very difficult to maintain. We've had ducks in them, we've had the homeless wash in them, we've had people come to drink water in them, but...I think its beautiful and I

think its tasteful...I think that the water flows is a calming influence and I think its very nice to have water, somewhere in the middle of a concrete city.

Appendix C – IRB Approval



DATE: December 14, 2007

MEMORANDUM

TO: Patrick A. Miller
Archa Malhotra
Benjamin C. Johnson

Approval date: 12/13/2007
Continuing Review Due Date:11/28/2008
Expiration Date: 12/12/2008

FROM: David M. Moore 

SUBJECT: **IRB Expedited Approval:** "A Study of the Concept of Image as Expressed Through Corporate Landscapes", IRB # 07-629

This memo is regarding the above-mentioned protocol. The proposed research is eligible for expedited review according to the specifications authorized by 45 CFR 46.110 and 21 CFR 56.110. As Chair of the Virginia Tech Institutional Review Board, I have granted approval to the study for a period of 12 months, effective December 13, 2007.

As an investigator of human subjects, your responsibilities include the following:

1. Report promptly proposed changes in previously approved human subject research activities to the IRB, including changes to your study forms, procedures and investigators, regardless of how minor. The proposed changes must not be initiated without IRB review and approval, except where necessary to eliminate apparent immediate hazards to the subjects.
2. Report promptly to the IRB any injuries or other unanticipated or adverse events involving risks or harms to human research subjects or others.
3. Report promptly to the IRB of the study's closing (i.e., data collecting and data analysis complete at Virginia Tech). If the study is to continue past the expiration date (listed above), investigators must submit a request for continuing review prior to the continuing review due date (listed above). It is the researcher's responsibility to obtain re-approval from the IRB before the study's expiration date.
4. If re-approval is not obtained (unless the study has been reported to the IRB as closed) prior to the expiration date, all activities involving human subjects and data analysis must cease immediately, except where necessary to eliminate apparent immediate hazards to the subjects.

Important:

If you are conducting **federally funded non-exempt research**, this approval letter must state that the IRB has compared the OSP grant application and IRB application and found the documents to be consistent. Otherwise, this approval letter is invalid for OSP to release funds. Visit our website at <http://www.irb.vt.edu/pages/newstudy.htm#OSP> for further information.

cc: File
Department Reviewer: Brian F. Katen



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Blacksburg, Virginia 24061
540/231-4991 Fax 540/231-0959
e-mail moored@vt.edu
www.irb.vt.edu

FWA00000572(expires 1/20/2010)
IRB # is IRB00000667

DATE: November 14, 2008

MEMORANDUM

TO: Patrick A. Miller
Archa Malhotra
Benjamin C. Johnson

Approval date: 12/13/2008
Continuing Review Due Date:11/28/2009
Expiration Date: 12/12/2009

FROM: David M. Moore 

SUBJECT: **IRB Expedited Continuation 1:** "A Study of the Concept of Image as Expressed Through Corporate Landscapes" , IRB # 07-629

This memo is regarding the above referenced protocol which was previously granted expedited approval by the IRB. The proposed research is eligible for expedited review according to the specifications authorized by 45 CFR 46.110 and 21 CFR 56.110. Pursuant to your request, as Chair of the Virginia Tech Institutional Review Board, I have granted approval for extension of the study for a period of 12 months, effective as of December 13, 2008.

Approval of your research by the IRB provides the appropriate review as required by federal and state laws regarding human subject research. As an investigator of human subjects, your responsibilities include the following:

1. Report promptly proposed changes in previously approved human subject research activities to the IRB, including changes to your study forms, procedures and investigators, regardless of how minor. The proposed changes must not be initiated without IRB review and approval, except where necessary to eliminate apparent immediate hazards to the subjects.
2. Report promptly to the IRB any injuries or other unanticipated or adverse events involving risks or harms to human research subjects or others.
3. Report promptly to the IRB of the study's closing (i.e., data collecting and data analysis complete at Virginia Tech). If the study is to continue past the expiration date (listed above), investigators must submit a request for continuing review prior to the continuing review due date (listed above). It is the researcher's responsibility to obtain re-approval from the IRB before the study's expiration date.
4. If re-approval is not obtained (unless the study has been reported to the IRB as closed) prior to the expiration date, all activities involving human subjects and data analysis must cease immediately, except where necessary to eliminate apparent immediate hazards to the subjects.

cc: File
Department Reviewer: Brian F. Katen

Appendix D – Fair Use Forms

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1. **Figure 2.1** Four Classifications of Image Research
2. **Figure 2.2** Logo for International Business Machines designed by Paul Rand
3. **Figure 2.3** Poster for International Business Machines designed by Paul Rand
4. **Figure 2.4** Paving pattern of permeable pavers and grass
5. **Figure 2.5** Paving pattern of slate tiles and inter planted moss
6. **Figure 2.6** Occupied Territory
7. **Figure 2.7** Enclosure
8. **Figure 2.8** Grandiose
9. **Figure 4.1** Elevation of the CIT Headquarters showing the composition of the various building elements
10. **Figure 4.2** Plan of the Center for Innovative Technology
11. **Figure 4.6** Arial view of the entrance roundabout showing the flagstone welcome mats
12. **Figure 4.9** The CIT Headquarters and the surrounding landscape
13. **Figure 4.10** Logo of the Center for Innovative Technology depicting the organizations headquarters that has now become its identity
14. **Figure 4.12** The initial concept
15. **Figure 4.13** The conceptual design
16. **Figure 4.14** The initially proposed site plan
17. **Figure 4.15** The site plan selected by Gannett
18. **Figure 4.16** Plan of Gannett /USA Today headquarters
19. **Figure 4.17** A sketch of the Central courtyard drawn by Michael Vergason
20. **Figure 4.18** The central courtyard
21. **Figure 4.19** The roof terrace
22. **Figure 4.20** The storm water retention pond
23. **Figure 4.21** The reflecting pool
24. **Figure 4.22** Lotus and stainless steel bubblers
25. **Figure 4.24** Landscape Plan depicting the design of the N.A.R Headquarters

26. **Figure 4.25** The willow oak tree preserved on site and incorporated into the landscape design
27. **Figure 6.3** Visitors at the PepsiCo Headquarters.

CHECKLIST FOR FAIR USE

Name: **Figure 2.1 Four Classifications of Image Research**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

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CHECKLIST FOR FAIR USE

Name: **Figure 2.3 Poster for International Business Machines designed by Paul Rand** Date: 03/2009

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Prepared by: Archa Malhotra

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Name: **Figure 2.4 Paving Pattern for Permeable Pavers and Grass**

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Prepared by: Archa Malhotra

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Name: **Figure 2.5 Paving Pattern of Slate Tiles and inter- planted Moss**

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Prepared by: Archa Malhotra

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Name: **Figure 2.6 Paving Occupied Territory**

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CHECKLIST FOR FAIR USE

Name: **Figure 2.8 Grandiose**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

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- Teaching (including multiple copies for classroom use)
- Research
- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
- Parody

Opposing Fair Use

- Commercial activity
- Profiting from the use
- Entertainment
- Bad-faith behavior
- Denying credit to original author

NATURE

Favoring Fair Use

- Published work
- Factual or nonfiction based
- Important to favored educational objectives

Opposing Fair Use

- Unpublished work
- Highly creative work (art, music, novels, films, plays)
- Fiction

AMOUNT

Favoring Fair Use

- Small quantity
- Portion used is not central or significant to entire work
- Amount is appropriate for favored educational purpose

Opposing Fair Use

- Large portion or whole work used
- Portion used is central to work or "heart of the work"

EFFECT

Favoring Fair Use

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.1 Elevation of the CIT Headquarters showing the composition of various building elements**

Date: 03/2009 Project: A study of the concept of Image as Expressed through Corporate Landscapes Institution: Virginia Tech Prepared by: Archa Malhotra

PURPOSE

Favoring Fair Use

- Teaching (including multiple copies for classroom use)
- Research
- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
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Opposing Fair Use

- Commercial activity
- Profiting from the use
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NATURE

Favoring Fair Use

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- Factual or nonfiction based
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Opposing Fair Use

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- Fiction

AMOUNT

Favoring Fair Use

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- Amount is appropriate for favored educational purpose

Opposing Fair Use

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- Portion used is central to work or "heart of the work"

EFFECT

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CHECKLIST FOR FAIR USE

Name: **Figure 4.2 Plan of the Center for Innovative Technology**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes*

Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

Favoring Fair Use

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- Research
- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
- Parody

Opposing Fair Use

- Commercial activity
- Profiting from the use
- Entertainment
- Bad-faith behavior
- Denying credit to original author

NATURE

Favoring Fair Use

- Published work
- Factual or nonfiction based
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Opposing Fair Use

- Unpublished work
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AMOUNT

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.6 Arial view of the entrance roundabout showing the flagstone “welcome mats”** Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

Favoring Fair Use

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- Research
- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
- Parody

Opposing Fair Use

- Commercial activity
 - Profiting from the use
 - Entertainment
 - Bad-faith behavior
 - Denying credit to original author
-

NATURE

Favoring Fair Use

- Published work
- Factual or nonfiction based
- Important to favored educational objectives

Opposing Fair Use

- Unpublished work
 - Highly creative work (art, music, novels, films, plays)
 - Fiction
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AMOUNT

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.9 The CIT Headquarters and the surrounding landscape**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes*

Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

Favoring Fair Use

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- Research
- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
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- Parody

Opposing Fair Use

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- Entertainment
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NATURE

Favoring Fair Use

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Opposing Fair Use

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.10 The logo for the CIT depicting the organization headquarters.** Date: 03/2009
Project: A study of the concept of Image as Expressed through Corporate Landscapes Institution: Virginia Tech
Prepared by: Archa Malhotra

PURPOSE

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- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
- Parody

Opposing Fair Use

- Commercial activity
 - Profiting from the use
 - Entertainment
 - Bad-faith behavior
 - Denying credit to original author
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NATURE

Favoring Fair Use

- Published work
- Factual or nonfiction based
- Important to favored educational objectives

Opposing Fair Use

- Unpublished work
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AMOUNT

Favoring Fair Use

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.12 The Initial Concept. ****

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

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Opposing Fair Use

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- Profiting from the use
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- Bad-faith behavior
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NATURE

Favoring Fair Use

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Opposing Fair Use

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AMOUNT

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.13 The Conceptual Design. ****

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

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NATURE

Favoring Fair Use

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.14 The Initially Proposed Site Plan. ****

Date: 03/2009

Project: A study of the concept of Image as Expressed through Corporate Landscapes Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

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- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
- Parody

Opposing Fair Use

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- Entertainment
- Bad-faith behavior
- Denying credit to original author

NATURE

Favoring Fair Use

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- Important to favored educational objectives

Opposing Fair Use

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- Highly creative work (art, music, novels, films, plays)
- Fiction

AMOUNT

Favoring Fair Use

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.15 The selected site plan by Gannett. ****

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

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- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
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- Parody

Opposing Fair Use

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- Profiting from the use
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- Denying credit to original author

NATURE

Favoring Fair Use

- Published work
- Factual or nonfiction based
- Important to favored educational objectives

Opposing Fair Use

- Unpublished work
- Highly creative work (art, music, novels, films, plays)
- Fiction

AMOUNT

Favoring Fair Use

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.16 Plan of Gannett/USA Today headquarters.**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

Favoring Fair Use

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- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
- Parody

Opposing Fair Use

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- Entertainment
- Bad-faith behavior
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NATURE

Favoring Fair Use

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Opposing Fair Use

- Unpublished work
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- Fiction

AMOUNT

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Opposing Fair Use

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EFFECT

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.17 Sketch of the Central Courtyard drawn by Michael Vergason.** Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

Favoring Fair Use

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- Research
- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
- Parody

Opposing Fair Use

- Commercial activity
- Profiting from the use
- Entertainment
- Bad-faith behavior
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NATURE

Favoring Fair Use

- Published work
- Factual or nonfiction based
- Important to favored educational objectives

Opposing Fair Use

- Unpublished work
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AMOUNT

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Opposing Fair Use

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CHECKLIST FOR FAIR USE

Name: **Figure 4.18 The Central Courtyard.**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

Favoring Fair Use

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- Research
- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
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- Restricted access (to students or other appropriate group)
- Parody

Opposing Fair Use

- Commercial activity
- Profiting from the use
- Entertainment
- Bad-faith behavior
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NATURE

Favoring Fair Use

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- Factual or nonfiction based
- Important to favored educational objectives

Opposing Fair Use

- Unpublished work
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AMOUNT

Favoring Fair Use

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Opposing Fair Use

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EFFECT

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CHECKLIST FOR FAIR USE

Name: **Figure 4.19 The Roof Terrace.**

Date: 03/2009

Project: A study of the concept of Image as Expressed through Corporate Landscapes

Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

Favoring Fair Use

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- Research
- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
- Parody

Opposing Fair Use

- Commercial activity
- Profiting from the use
- Entertainment
- Bad-faith behavior
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NATURE

Favoring Fair Use

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EFFECT

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CHECKLIST FOR FAIR USE

Name: **Figure 4.20 The Storm water retention pond .**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes*

Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

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Opposing Fair Use

- Commercial activity
- Profiting from the use
- Entertainment
- Bad-faith behavior
- Denying credit to original author

NATURE

Favoring Fair Use

- Published work
- Factual or nonfiction based
- Important to favored educational objectives

Opposing Fair Use

- Unpublished work
- Highly creative work (art, music, novels, films, plays)
- Fiction

AMOUNT

Favoring Fair Use

- Small quantity
- Portion used is not central or significant to entire work
- Amount is appropriate for favored educational purpose

Opposing Fair Use

- Large portion or whole work used
- Portion used is central to work or "heart of the work"

EFFECT

Favoring Fair Use

- User owns lawfully acquired or purchased copy of original work
- One or few copies made
- No significant effect on the market or potential market for copyrighted work
- No similar product marketed by the copyright holder
- Lack of licensing mechanism

Opposing Fair Use

- Could replace sale of copyrighted work
- Significantly impairs market or potential market for copyrighted work or derivative
- Reasonably available licensing mechanism for use of the copyrighted work
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CHECKLIST FOR FAIR USE

Name: **Figure 4.21 The reflecting pool.**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

Favoring Fair Use

- Teaching (including multiple copies for classroom use)
- Research
- Scholarship
- Nonprofit Educational Institution
- Criticism
- Comment
- News reporting
- Transformative or Productive use (changes the work for new utility)
- Restricted access (to students or other appropriate group)
- Parody

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CHECKLIST FOR FAIR USE

Name: **Figure 4.22 Lotus and Stainless Steel bubblers.**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes*

Institution: Virginia Tech

Prepared by: Archa Malhotra

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CHECKLIST FOR FAIR USE

Name: **Figure 4.24 Landscape Plan depicting the design of the NAR Headquarters.** Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: Virginia Tech

Prepared by: Archa Malhotra

PURPOSE

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CHECKLIST FOR FAIR USE

Name: **Figure 4.25 The willow oak tree preserved on site and incorporated into the landscape design** Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes* Institution: *Virginia Tech*

Prepared by: *Archa Malhotra*

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CHECKLIST FOR FAIR USE

Name: **Figure 6.3 Visitors at the PepsiCo World Headquarters.**

Date: 03/2009

Project: *A study of the concept of Image as Expressed through Corporate Landscapes*

Institution: Virginia Tech

Prepared by: Archa Malhotra

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