

‘Your reputation is the only thing you have.’

CARL E. DRANOFF | DRANOFF PROPERTIES

CEO FILE

PERSONAL INFORMATION

Name: Carl E. Dranoff
Title: Founder, president and CEO
Company: Dranoff Properties, Philadelphia
Type of company: Real estate development
Number of employees: 70
Revenue in last fiscal year: \$33 million
Recent project: Symphony House, a 163-unit ground-up luxury condominium tower at Broad and Pine streets in Center City.
Education: Drexel University, BS in civil engineering (1970); Harvard University, MBA (1972).
First job: Short-order cook.
Little-known fact about you: My employees have nicknamed me Houdini, because I can show up at any place at any time. Keeps everyone on their toes.
Home: Haverford.

BUSINESS PHILOSOPHY

Essential business philosophy: As a leader, you set the standard — so be the best in your field. Never settle for mediocrity.
Best way to keep a competitive edge: Be a leader, not a follower, by acting early and boldly in jump-starting new neighborhoods.
Yardstick of success: When someone tries to replicate last project.
Goal yet to be achieved: A massive “must visit” project which transforms Philadelphia into a 24/7 city.

JUDGMENT CALLS

Best decision: Diversifying company into developing larger mixed-use destination projects that transform neighborhoods.
Worst decision: Starting Dranoff Properties at the age of 50 — instead of 40.
Toughest decision: Betting the ranch and putting all my liquid capital into Dranoff Properties to begin the company.
Mentor: Bill Rouse, Ron Rubin and Ed Rendell helped shape my strategy of thinking big and out-of-the-box.

TRUE CONFESSIONS

Word that best describes you: Pride. Persistence. Perfection ... the tagline words on my Web site.
Like best about your job: Every day is different and every building I build is different — I can never get bored.
Like least about your job: Quarterly budget meetings.
The most important lesson you’ve learned: Relationships count, and encourage loyalty. Many of my vendors and employees have been with me for many years, and I like it that way.
Life motto: Your reputation is the only thing you have in the end.
Greatest fear: Wind, rain and fire (they can damage buildings!).
Person most interested in meeting: William Penn — he was Philadelphia’s first real estate developer. I’d like to tour him around Philadelphia today and see his reaction.
Company you respect most: Tiffany & Co. — they protected their brand through good times and bad — a great goal for Dranoff Properties.
First choice for a new career: Professor of urban redevelopment.
Greatest extravagance: A garage full of cars — I love them! My latest is an 80-horsepower SmartCar, which drives like a go-cart.

ET CETERA

Award/honor most proud of: Harvard MBA and Drexel doctorate — my education is more important than all of my awards.

Most influential book: “The Fountainhead,” by Ayn Rand.
Favorite movie: “Twelve O’Clock High” — a compelling leadership movie set in World War II.
Favorite restaurant: Any place I can dine with my wife, daughter, son-in-law and my two grandchildren.
Favorite vacation spot: Palm Beach — you can’t beat the historic buildings and palm trees.
Favorite room in the house: My home office — I can really think without distractions.
Favorite way to spend free time: Visiting cities with my wife Roberta, exploring urban destinations and getting ideas for my newest buildings.
Car you drive: BMW 335i.

ON THE JOB

Keenan brings boutique firm inside North Highland

When Michael Keenan had the opportunity to join the Radnor offices of North Highland Co., it made good sense both for him and the clients of his boutique consulting firm, Patlin Solutions in Wilmington.



Keenan

As a small firm, Patlin Solutions had limits, and Keenan felt he wasn’t able to provide his clients with all the services they needed.

“I had access to a small number of resources,” he said, “but Highland has resources worldwide.”

North Highland boasts two unique features that set it apart from its competition in the management and technology consulting industry, Keenan said. One, it hires only experienced consultants, and two, they must be local. The average consultant has 15 years of experience and only services areas with which he is familiar.

“We don’t hire out of college; we hire the guy that’s been working in consulting for 15 years,” said Keenan.

MORE PEOPLE

NETWORKING: Calendar of events.

P18 GOOD WORKS: Philanthropy.

P19 ON THE MOVE: New hires.

P20 OUT & ABOUT: People connecting.

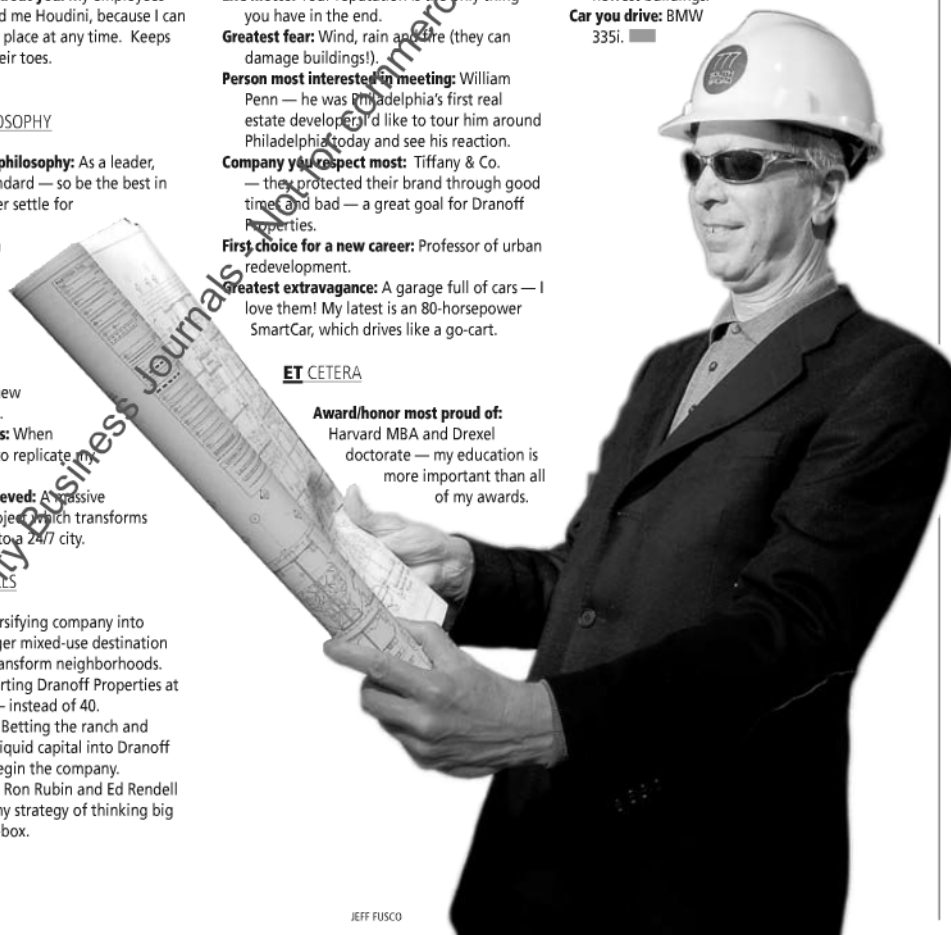
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Keenan has put in his time as a consultant just like the rest of the company. After graduating from the University of Delaware in 1986 with a degree in finance, Keenan spent 10 years as a consultant at Accenture in Philadelphia and four years with GlaxoSmithKline doing internal consulting.

He launched Patlin Solutions in 2002. North Highland absorbed his entire firm in September.

North Highland has the global reach and deep skill set that Patlin Solutions couldn’t provide, said Keenan. The Atlanta-based international firm has 750 consultants in 176 offices across the country with another 1,000 worldwide.

— Marilyn S. D’Angelo



JEFF FUSCO

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