

The Future of Design Museums

Ashley Montalvo | Juan Alzate | Kathleen Black | Fall 19 | SERV 747 | Prof. Viladas

Our Team



Ashley Montalvo

M.F.A. Service Designer

B.F.A. Interior Design



Juan Alzate

M.F.A. Service Designer B.S. Business Administration



Kathleen Black

M.F.A. Service Designer B.S. Fashion Merchandising and Management

Content

1 DEFINING SCOPE

2 CONCEPT SELECTION

Project Brief4
Project Plan5
Key Questions7
Exploration Space8-9
Case Background10-14
Strategic Analysis15-32
Trends, Oppts and Challenges33

Institutional Framework...35-39 Concept Trend and Oppts...40-43 Concepts...44-45 Workshop...46-47 Final Concept Selection...48 Concept Opportunity Space...47 The Contact Zone...50 Concept Value Application...51-54 Next steps...55 Case Studies...57 Radical vs Incremental Innovation...58 Concept Defined...59 Logic Model Framework...60 Value Framework...61 Business Model...62 Evaluation Strategy...63

3 NEW BUSINESS MODEL STRATEGY

4 COMMUNICATION PLAN & METRICS

Communication Plan Outline65	Outcome In
Communication Strategy66-74	Metric Table
Scenarios Planning Case Study75	Communico
Scenarios Planning76	Communico
Scenarios77-80	Communico

Outcome Indicators Framework...81 Metric Table Analysis...82-83 Communication Plan Dashboard...84 Communication Pamphlet...85 Communication Channels...86-87 References...88-89



The Design Museum Of Atlanta

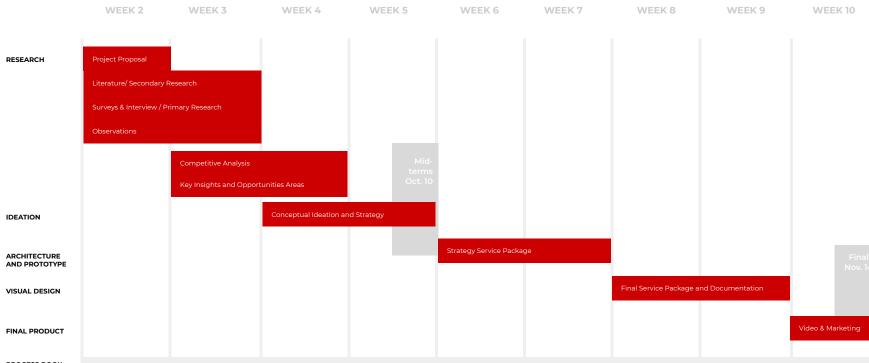
Identify, explore, and reshape but how a strategy could be created as a systemic innovation for service evolution?

Gain relationships

Expand design education

Explore beyond what a design museum is

Project Plan



PROCESS BOOK



Part 1

DEFINING SCOPE

Project Brief...4 Project Plan...5 Key Questions...7 Exploration Space...8-9 Case Background...10-14 Strategic Analysis...15-32 Trends, Oppts and Challenges...33

Key Questions

Stakeholders and Community

Who are the Stakeholders of MODA? What are their interests and their level of satisfaction? What interests are being met and what are not? How can MODA create and get more value from their Stakeholders?

How is MODA influencing, and being influenced by their community and institutions involved in cultural and creative activities?

Institutions around MODA

What are the most relevant institutions surrounding MODA's ecosystem?

What institutions offer a disruption opportunity?

Challenges, Trends and Opportunities

What are the trends happening within Museum's and other industries that MODA can adopt?

What Challenges are MODA and other museums facing?

How does MODA curate and design experiences?

How can MODA evoke a deeper experience, given its smaller scale within the rise of mega-institutions?

MODA through Institutions



Introduction: Our Exploration Space

How does mapping and developing a potent understanding of service ecosystems and the relationships between both actors and institutions within it, establish insights that innovate opportunities.

Setting the Exploration Space

By developing the problem space, the team allows itself to set the boundaries of which we will explore. Specifically, we want to tackle mapping the ecosystems to facilitate our understanding of the actors and institutions within and inform insights that open opportunities for innovation in Museum of Design Atlanta. With this, it allows a better process to apply secondary research to develop plans for primary research activities.



Case - Museum of Design Atlanta (MODA)

Who They Are



Inspire change



Transform lives



Make the world better through design





Case - Museum of Design Atlanta (MODA)

Mission

MODA's mission is to advance the understanding and appreciation of design as the convergence of creativity and functionality through exhibitions, education, and programming for visitors of all ages.

Vision

We pursue our mission because we envision a world that celebrates design as a creative force that inspires change, transforms lives, and makes the world a better place.



Understanding MODA



Teachers Need Learners

Teachers of design knowledge but lacking visitor's personal preferences, and low implementation of suggestive feedback



Pre-Set Expectations

Advance understanding and appreciation of temporary design pieces that could be predetermined with relevant content



Models for Role Models

Modeling design concepts for a better future, but not being heard



Futuristics

Promoters of design exploration for positive and inspiring change in small groups of people, while only utilizing limited selected collaborations



C3

Expanding the Space

Learning opportunities can be stylize and reach beyond walls avoiding restrictions by a limited space

Reaching for Something New

Possible small opportunities could lead into new interactions and enhanced experiences for learning, exploration and application





Understanding Atlanta & Environment



Jewel of the South

Up and coming city with a lot to offer. Leading cultural and economic center of the SE because of its legacy of inclusion.



Roots

Known as the birthplace of the civil rights movement.



Art Community

Supportive of the arts: embraced a culture of self-expression and has seen the rise of many talented artists, whose medium ranges from music to screen to paint.



International Access

One of the most accessible cities in the world, it is home to one of the busiest international airports.



Location

The High Museum Across the street from MODA.

Understanding The Museum Industry

14

Baby Boomers

They are the most loyal frequenters of museums and galleries



Visitor's Record

850 Million visits per year, more than most sporting events. Represents \$21 BN



Disposable Income

Visits and donations positively correlated with disposable income



Technological Leverage

Technology allows visitors to experience art in a new way, While bringing exhibits to a broader community



Public support

Ninety-five percent of Americans would approve of lawmakers who acted to support museums.

Government Fundings

10% of their revenue comes from Government. Federal funding is projected to decline in the subsequent years



Strategic Analysis of Museums









Cooper Hewitt

Victoria and Albert

Museum of Design of London

The High Museum

Completely **digitized and** accessible collection

Offers a Master's Program in History of Design in **Partnership** with Parsons

Interactive, Immersive and personalized experience. (The Pen Experience)

The Pen allows to collect data from their visitors

Has an **interactive lab** to develop and prototype experiences with audiences Just redesigned their Welcome Experience using UX and Service Design

Runs **co-creative workshops** with schools to design new exhibitions

Uses edge-technology like 3D Sound simulations, I Beacons and Digital maps

Uses a **Twitter channel** to collect ideas from people

Offers **both** permanent and renovated exhibitions

Free entry for museum, goers must pay extra for specialized exhibitions.

Food and Drink are available in the museum cafe.

Offers **interactive** exhibitions that **engage** visitors.

Smaller in size museum but maximize its space.

Offers a digital **pre-visit mapping** of 'favorite' exhibition pieces

Traveling exhibitions that are interactive and attractive for outdoor pop-ups

Are open to **co-creation** with artists for their unique creativity by **design commissions** for future exhibitions at the museum and add-ons for their permanent collection

Put the user front and center, by personalize preferences and relevant topics

Secondary Research: Question 1

What value-in-use are shareholders and stakeholders receiving?

Stakeholder	Level	Interests	Influence	Engagement
Creative Firms	Micro	Showcase their work and improve their reputation	High	
Schools	Micro	Educate their students in regards to design and creativity	Medium	
Museums and Galleries	Meso	Share Expertise and resources, and reach underserved audiences	Medium	
Retail Stores and Showrooms	Meso	Increase their sales through products connected to exhibitions	Low	
Culture and Travel Guides	Meso	Grow their audience through accurate and diverse recommendations	Medium	
Arts and Culture Community	Meso	Communicate the impact of their work, have a place of gathering inspiration	High	
Venue Groups	Micro	Find ideal locations to do events for their audiences	Medium	
Curators and Critics	Micro	Become trustable and highly reputated	High	
Funding Bodies	Macro	Promote culture and education on their communities	High	

Sue Davies, 2008 - Stakeholder Engagement in Publicly Funded Museums

Stakeholder	Level	Interests	Influence	Engagement
Volunteers	Micro	Sharpen skills and connect with other volunteers, staff and visitors	High	
Donors	Micro	Support a cause they care about. Receive recognition and exclusiveness	High	
Patrons	Meso	Special Perks and access to an exclusive circle	High	
Local Authorities	Meso	Efficiently allocate their budgets between culture, safety, mobility education and other priorities	Medium	
Museum Associations	Meso	Promote collaboration in regards to research, exhibitions and strategy	Medium	
Academics	Meso	Support the role of non-formal education and learning spaces	Low	
Visitors / Members	Micro	Have an engaging, surprising learning experience	High	
Culture Governmental Bodies	Micro	Regulate and support the diffusion of art, culture and education	Medium	
Design Council	Macro	Support and guide the museum's strategy	Medium	

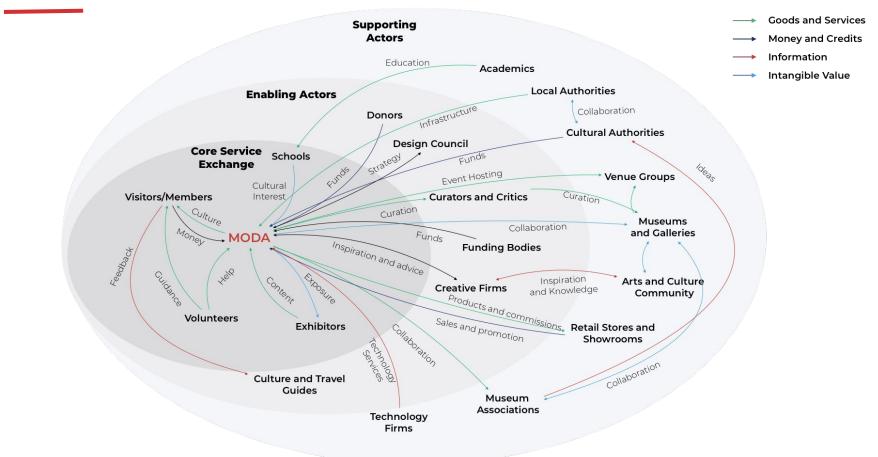
Sue Davies, 2008 - Stakeholder Engagement in Publicly Funded Museums



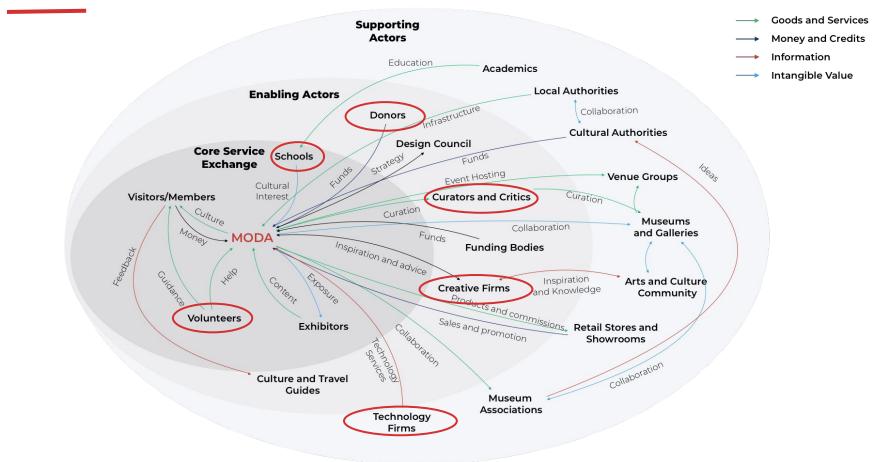
Secondary Research: Question 2

What value-in-exchange are shareholders and stakeholders receiving?

Ecosystem Map



Ecosystem Map Opportunities



Secondary Research: Question 3



What value-in-context are shareholders and stakeholders receiving?

Ecosystem Mapping, Institutional Framework

We plan to introduce this framework to our case as a way to **innovate** the current institutions surrounding The Moda Museum.

To do so, by influencing institutional arrangements, buy- in from **actors participating** in the ecosystem is critical. Otherwise, the new forming institutions will be rejected.

By pointing out patterns of **making, breaking** and **maintaining** institutionalized rules will allow us to better understand how to **integrate resources.**

Source: Koskela-Huotari, K., Edvardsson, B., Jonas, J. M., Sörhammar, D., & Witell, L. (2016). Innovation in service ecosystems—Breaking making and maintaining institutionalized rules of resource integration



Current Institutions	Nature of Innovation	Level of Institution	Breaking	Making	Maintaining
Curate and design their context based on the museums taste.	Changing the process of the ways museums choose their offerings by becoming more co-creative	Micro Meso	Redefining the process in ways that multiple actors can have an impact.	Imputing new organizational structure that allows actors to co-create museum content.	Encourage and keep the museums relatable and create discussion meetings that include multiple actors.
Museums are well known for attracting upper-class.	Changing the notion that museums are for more than just upper-class, but everyday people	Macro, Meso	Breaking the image around museum go-ers.	A new way to attract customers by offering services that engage people from multiple levels of income	Adhering to strong engagement and enticement to new and existing visitors.
Museums can be understood as being untouchable.	Changing to new ways of exhibiting that are more engaging.	Macro Micro	Breaking the traditional way of displaying exhibitions.	Integrate new methods and technologies that enhance experiences.	Adhering to criteria that the museum should follow to measure the rate of engagement.

Source: Koskela-Huotari, K., Edvardsson, B., Jonas, J. M., Sörhammar, D., & Witell, L. (2016). Innovation in service ecosystems—Breaking, making, and maintaining institutionalized rules of resource integration. Journal of Business Research, 69(8), 2964-2971.

Secondary Research: Question 3

What other concepts can be drawn from secondary research?

Service Design and Standard Gap

"I had very **high expectations** because I have a degree in Graphic Design, but...it's **not** really a museum about Design, **is it?**" *Lu M, Yelp Review*

Customer-driven service designs and standards > Poor service design Unsystematic new service development process ~ Vague, undefined service designs Failure to connect service design to service positioning Absence of customer-driven standards Lack of customer-driven service standards Absence of process management to focus on customer requirements Absence of formal process for setting service quality goals • Inappropriate physical evidence and servicescape Failure to develop tangibles in line with customer expectations Servicescape design that does not meet customer and employee needs Inadequate maintenance and updating of the servicescape Management perceptions of customer expectations

"I had **very high expectations** for the museum before visiting because of the marketing for their current exhibitions on user-centered design and wearable technology. I ended up **underwhelmed** with the amount of products and artifacts on display."

Angel V, Yelp Review

"The Art of Bathroom Design is a major disappointment. It is billed as a look at the development of bathroom design." Impertuberal M, Yelp Review

Key Insight: No identification of customer standards. Absence of customer expectations and satisfactions.

"The exhibit was overall well executed but they really need to **add** more artifacts for a not so **disappointing experience**."

Tran N, Yelp Review

Servitization: Next Steps

"the service transition concept, as established in Oliva and Kallenberg's (2003) path defining study, assumes that firms undertake a unidirectional repositioning along a product-service continuum: from basic, product oriented services towards more customized, process-oriented ones, ultimately leading to the provision of solutions. As a result of this assumption, the further firms move along the transition continuum, (a) the greater relative importance of services increase and the less the relative importance of tangible

products, and (b) the customer relationships become long-term and more intimate." (Kowalkowski et al., 2015, p. 1)

MODA, Donors

Donor Attrition Summary Retention and MODA, Cohort 2 and Analysis Group engagement! 80% How are you 73% connecting 70% with your 60% donors? Are 50% they using of Attr their benefits? 36% 34% 30% 27% 23% 20% 10% 0% Overall Attrition New-to-File Attrition Existing HH Attrition ■MODA ■Cohort 2 ■Analysis Group

Existing donor attrition (and overall) is high

Further understanding how can we apply **servitization** frameworks and theories to help **facilitate** and **improve** the experience and **business model of MODA**.

Key Take-away:





Servitization: Next Steps

Next Steps MODA



- 1. Cultivate patrons at every step in the loyalty staircase Plan for patron retention by setting measurable goals and assigning staff to manage efforts.
- 2. Single ticket buyers and Education the gateway to growth!

Develop and execute new-to-file retention strategies to capitalize on the volume of new audiences MODA currently generates.

Encourage same-season multi-buying to cultivate member-ready patrons.



Servitization: Next Steps

Next Steps MODA



3. Building a consistent membership base will require retention and multi-buying strategies

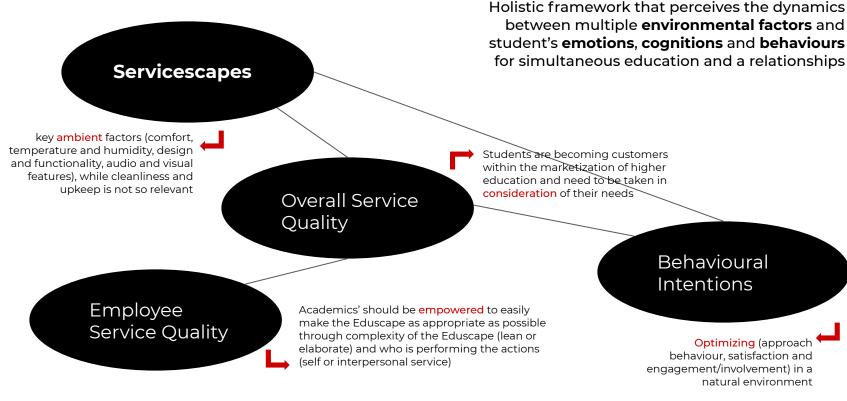
Because a large percentage of members are new, focus on creating cross-series transactions (education, donations) to deepen relationships.

4. Donors

Ask for more! Target members for new and increased gifts.

First-year donors are the most at-risk for attrition. Incorporate touch points throughout the season to affirm and cement their relationship with MODA.

Eduscape Framework: Next Steps



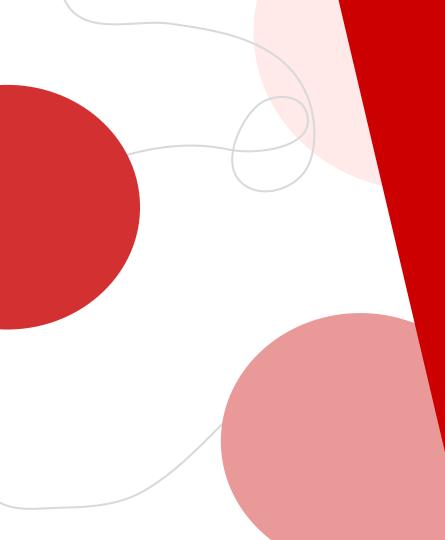
Source: Servicescape as antecedent to service quality and behavioral intentions

Daire Hooper, Joseph Coughlan and Michael R. Mullen Journal of Services Marketing. Volume 27 · Number 4 · 2013 · 271–280 Source: Wells, V.K. and Daunt, K.R. (2015) Eduscape: The effects of servicescapes and emotions in academic learning environments. Journal of Higher and Further Education. pp. 1-23. ISSN 0309-877X

Why museums and creative firms should work together?

	Museums	Creative Industries
Inspiration	Museums offer a rich source of content to creative industries.	Creative industries can show museum collections in a new light, and bring them to new audiences.
Locations for Performances	Museums used for performances benefit from good publicity and increased visitor numbers.	Museums offer original locations for film shoots or arts performances.
Reputation and creativity	Museums benefit from firm's creativity and disruptive mindset	Creative businesses working with museums benefit from museum's reputation and trust.
New Income sources	Museums can sell products or services to creative firms, such as Greeting card rights, location for photoshoots, or using the museum as the setting for a game	Creative businesses can sell products and services to museums such as new displays, and promotiona films.

Trends	Opportunities	Challenges	
Crowdsourcing allows curators and researchers gather data with the help of users	Allow visitors interact as they go through the exhibitions	Decentralize their experience from their Brick and Mortar locations	
Crowdfunding as a way to raise capital for the realization of projects	Move from "museums as experts" to "museums as learning partners"	Involve communities in the process of curation and creation of content	
and ideas	Membership programs as content becomes more diverse, frequent	Make their environments less intimidating for all kinds of audienc	
AR/VR Experiences	and engaging		
Data Analytics about visitors to better cater their audiences	Develop new products or services along with creative industries	Increase retention to reduce dependence on new to file patrons and donors	
Growing investment in future generations	Create an Omnichannel experience		



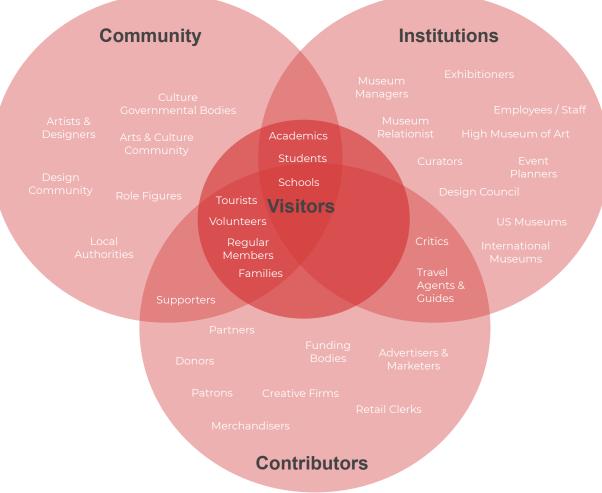
Part 2

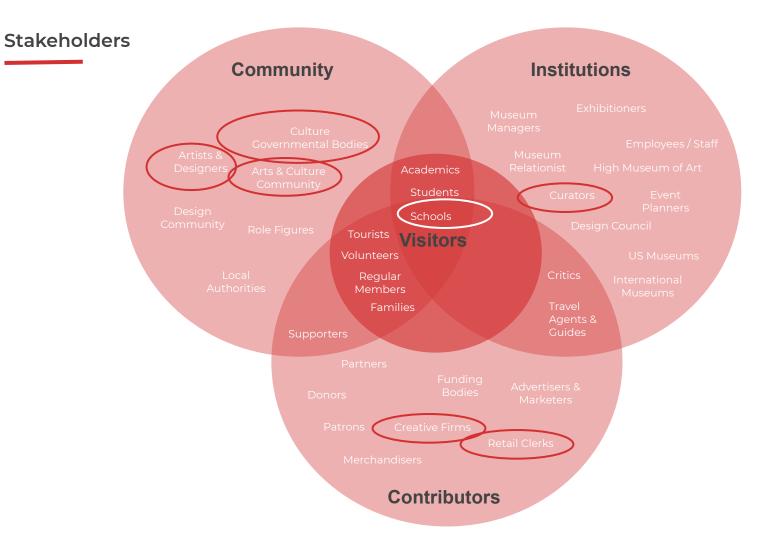
CONCEPT SELECTION

Institutional Framework...35-39 Concept Trend and Oppts...40-43 Concepts...44-45 Workshop...46-47 Final Concept Selection...48 Concept Opportunity Space...47 The Contact Zone...50 Concept Value Application...51-54 Next steps...55

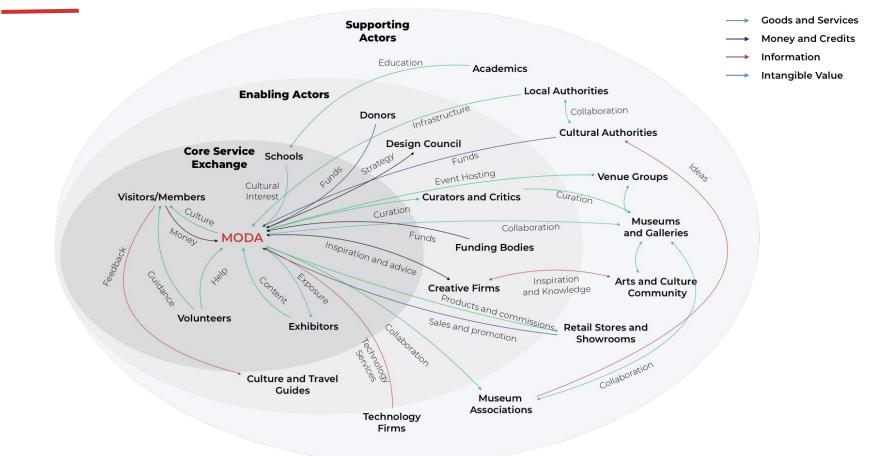
Current Institutions	Nature of Innovation	Level of Institution	Breaking	Making	Maintaining
Curate and design their context based on the museums taste.	Changing the process of the ways museums choose their offerings by becoming more co-creative	Micro Meso	Redefining the process in ways that multiple actors can have an impact.	Imputing new organizational structure that allows actors to co-create museum content.	Encourage and keep the museums relatable and create discussion meetings that include multiple actors.
Museums are well known for attracting upper-class.	Changing the notion that museums are for more than just upper-class, but everyday people	Macro, Meso	Breaking the image around museum go-ers.	A new way to attract customers by offering services that engage people from multiple levels of income	Adhering to strong engagement and enticement to new and existing visitors.
Museums can be understood as being untouchable.	Changing to new ways of exhibiting that are more engaging.	Macro Meso Micro	Breaking the traditional way of displaying exhibitions.	Integrate new methods and technologies that enhance experiences.	Adhering to criteria that the museum should follow to measure the rate of engagement.

Source: Koskela-Huotari, K., Edvardsson, B., Jonas, J. M., Sörhammar, D., & Witell, L. (2016). Innovation in service ecosystems—Breaking, making, and maintaining institutionalized rules of resource integration. Journal of Business Research, 69(8), 2964-2971.

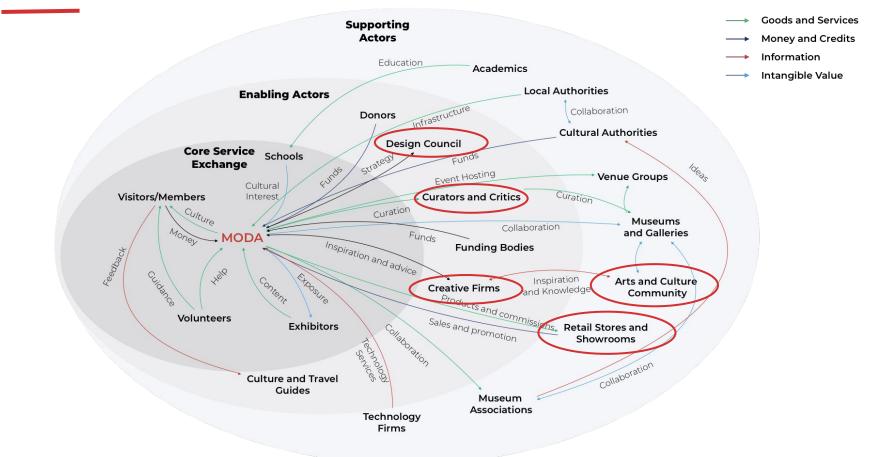




Ecosystem Map



Ecosystem Map Opportunities



Engagement

More Immersive and Interactive experience to audience

Retention Long Relationships with Stakeholders

Social Reach Reach new and broader audiences

Credibility Improve reputation within Culture and Innovation community

Breakaway from their physical location

Extend their reach beyond their small Brick and mortar location





Design Education Reach new and broader audiences

Innovation

Improve ways to innovate new ideas within the community

Collaboration

Enhance decision making process by incorporating arts and culture-based community engagement as a platform to engage and discuss issues amongst multiple stakeholders

Spatial Segregation

Address shortcomings and challenges

Racial Equality

Advocate during MARTA expansion & development of the Beltline

Traditional Norms

Offering educational interactive activities and encouraging hands on experiences about design

Retention

Maintaining visitors through new intriguing and relevant offerings

Credibility

Sharing their elite profile with other institutions that are not on their level of trustworthiness

Breakaway from their physical location

Extend the facility practices into non-museum institutions



Trends	Opportunities
Crowdsourcing allows curators and researchers gather data with the help of users	Allow visitors interact as they go through the exhibitions
Crowdfunding as a way to raise capital for the realization of projects and ideas	Move from "museums as experts" to "museums a learning partners"
AR/VR Experiences	Membership programs as content becomes more diverse, frequent and engaging
Data Analytics about visitors to better cater their audiences	Develop new products or services along with
Growing investment in future generations	creative industries
	Create an Omnichannel experience beyond physical locations



#1 EXTENDED INSTALLATIONS

Extended installations through Pop-Ups, within Atlanta's community



#3 DESIGN EXPLORATION IN ATL

Partner with local businesses and Design Companies to display design processes within their partner's locations



#2 MUSEUMS IN A MUSEUM

Platform for enhancing relationships, collaboration and shared knowledge amongst the museums

How we got here and what it tackles to solve or facilitate?



#4 4D DESIGN SIMULATOR

Demonstrates immersive (4D) simulations of design process of what design could result in and perform like before it happens



#6 CURATORS OF THE FUTURE

Voting online system to choose beforehand collections that are relevant to take place physically



#5 EDUSCAPES

Educational service workshops that display design processes











Evaluative & Explorative Workshop

Open conversation workshops allowed co-creation between researchers and participates. Allowing participants to comment on our ideas and offer new insights based on the levels of innovation and impact of each idea.

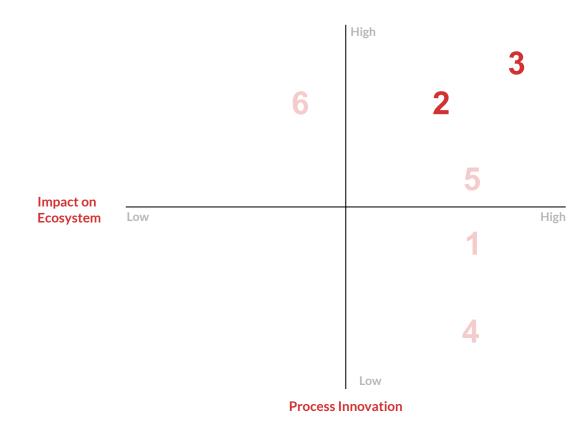
2 workshops 5 volunteers each

Workshop Outcomes

1 Extended Installations	2 Museums in a Museum	3 Design Exploration for Atlanta	4 4D Design Simulation	5 Eduscapes	6 Curators of the Future
Ideal for reaching new audiences and make content more accessible	It's collaboration between museums and no longer a competition	A system that allows them to work and benefit from one another	Breaks the norm of a typical museum experience	A system that allows them to work and benefit from one another	Encourages people to be part of the process and make them more engaged with the museum
Pop-up content will discourage visitors from going to museums	Different museums have different styles. How to bridge gap?	People will learn from the businesses, innovation and MODA	Risk to feel forced and gimmicky	Would be nice for people to take something that stays with them/take home	Issue with the idea of too many cooks in the kitchen"
		Nice to have common topic for a certain period to cater an experience		People shy away from structural education	We go to museums to feel surprised

Participants felt positive towards the idea of collaborating with local communities, and reach new audiences. It's important find a balance in collaborations to avoid "too many cooks effects". Some of the concepts were too specific and could be add ons to major concepts

Final Concept Selection

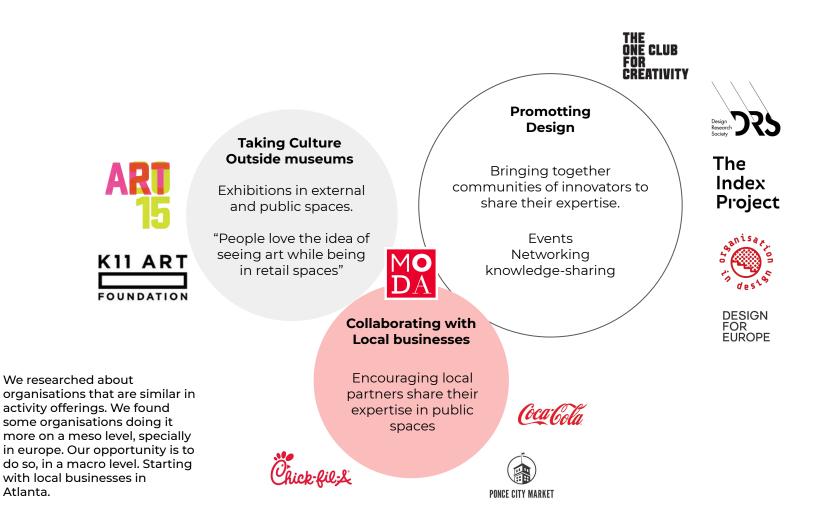


#2 and #3 were the concepts involving major disruption in actors and processes

#1, #4 and #6 can be add-ons to enrich the major concepts

#3 implies a shift of design education to external community and environments

Key #1 Extended Installations #2 Museums in a Museum #3 Design Exploration for Atlanta #4 4D Design Simulation #5 Eduscapes #6 Curators of the Future



The Contact Zone

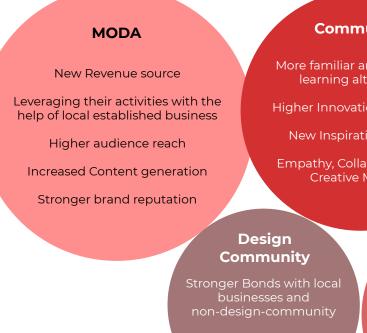
A shift of design education

from a confined space to external community and environments.

MODA's mission will be to help **extend** and **co-create** design education throughout Atlanta.



Value for the Ecosystem



Understanding of the real value of design

Community

More familiar and accessible learning alternatives

Higher Innovation Awareness

New Inspiration sources

Empathy, Collaboration and Creative Mindset

Local Authorities

Innovation and education are positively related with economic and social growth

Local **Businesses**

Strong Storytelling and connection with users

New experiences for their customers

Dialog spaces with society

Access to creative community

Secondary Research Support

Breaking the Institution:

from untouchable to touchable from upper class to museums for all

Shared Authorization

Breaking the cognition of museums to serve only the upper class by elitist. To enhancing the involvement to all communities and sharing power with design education

Racial Reconciliation

By enabling easier access to innovation economy: mentors, incubators and other resources. MODA provides opportunities to reduce wealth gap and racial disparities in Atlanta

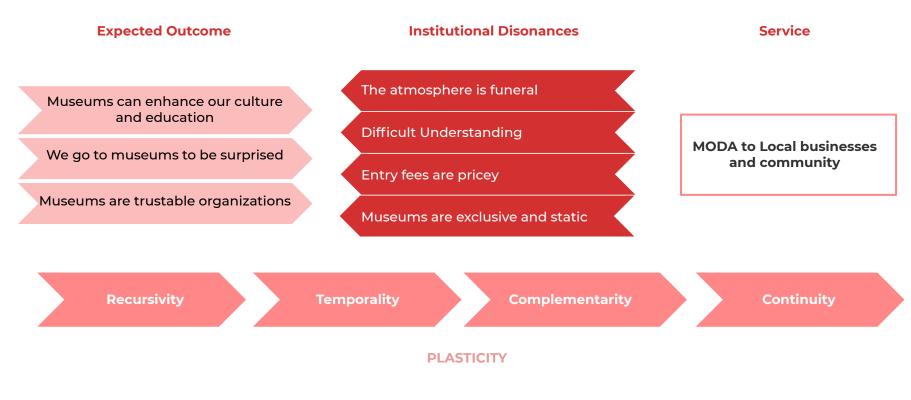
The Contact Zone

MODA can reframe their contact zone (place where cultures meet, clash and grapple with one another) from inside a small location to Atlanta's community

Source Oliver.B (2018) How Black Millennials Can Finally Close The Racial Wealth Gap. Fast Company

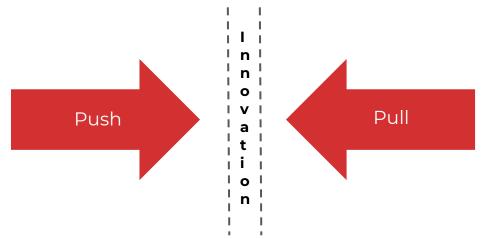
Source: Boast, R. (2011) Neocolonial Collaboration: Museum as Contact Zone Revisited"; Museum Anthropology, Vol. 34, Iss. 1, pp. 56–70

Innovation from Institutional Reconciliation



Source: Chandler, J. D., Danatzis, I., Wernicke, C., Akaka, M. A., & Reynolds, D. (2018). How Does Innovation Emerge in a Service Ecosystem? *Journal of Service Research*, 22(1), 75–89. doi: 10.1177/1094670518797479 Museums Association (2013) - Public perceptions of – and attitudes to - the purposes of museums in society

Our concept and Social Innovation



Evolution to a Knowledge Society

MODA will collaborate with local business on **Knowledge** creation, dissemination and utilization

Collaborative Efforts with different sectors

It's only through collaborative efforts between different sectors and stakeholders that knowledge societies will succeed **New Social Relationships + Capabilities**

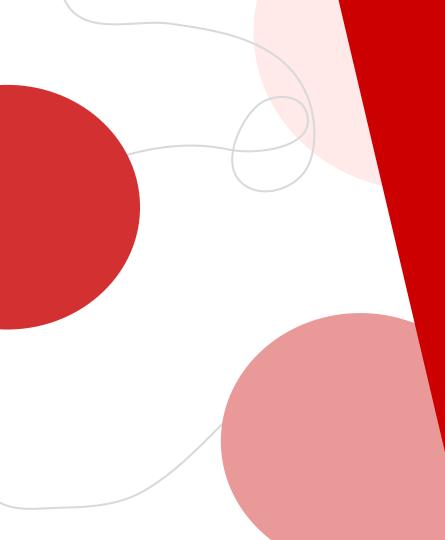
Developed **with** and **by** users (local business)

Source: Clayton M. ChristensenEfosa OjomoDerek van Bever. "Africa's New Generation of Innovators." Harvard Business Review, 19 Dec. 2016, https://hbr.org/2017/01/africas-new-generation-of-innovators.

Next Steps



MOVING FORWARD



Part 3

NEW BUSINESS MODEL STRATEGY

Case Studies...57 Radical vs Incremental Innovation...58 Concept Defined...59 Logic Model Framework...60 Value Framework...61 Business Model...62 Evaluation Strategy...63

Case Studies

WELL^B

Gathering space to meet and **tell healthcare** innovation stories

They organise **events to create connections** and inspire new opportunities

Workspace for Healthcare startups

Experiential workshops to bring ideas to life

Created **by Bluecross Blueshield** to collaborate and drive healthcare innovation

Innovation tour

Participants visit the **Headquarters and** Labs of of Boston's most innovative companies

Well B

Wayfair

Suffolk Construction

Innovation Catalysts.

Offers learning opportunities and connections to individuals

Support services to schools, and a district network



LearnLaunch

Radical vs Incremental Innovation

Radical Innovation:

Changing the way that MODA promotes design. Shifting to external spaces, and collaborating with partners to augment our capabilities.

Incremental Innovation

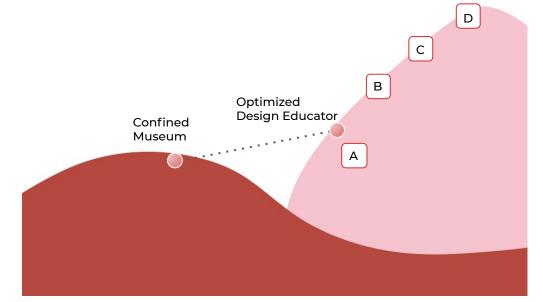
Incremental milestones within the same innovation strategy.

A Hosting networking events.

B Co-creating case Studies and Exhibitions for local business and communities.

C Creating a learning and tool repository for assisting businesses and individuals.

D Implementing design and innovation tours in Atlanta.



Norman, D. A., & Verganti, R. (2014). Incremental and Radical Innovation: Design Research vs. Technology and Meaning Change. *Design Issues*, 30(1), 78–96. doi: 10.1162/desi_a_00250 Who we Are Facilitator and educator of design throughout the Atlanta community.

Our Vision Strive to be the primary design educators within Atlanta community.

Our Services

Help **businesses** tell their innovation stories through **case studies and exhibitions** that demonstrate the impact of good design. Provide **learning materials and tools** to help local businesses implement design. Facilitate connections that foster new business and social opportunities.

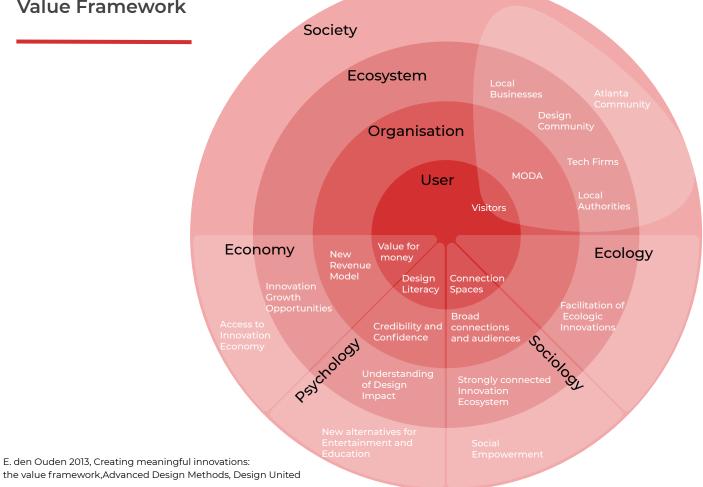
Offer field innovation tours,

taking users to locations where both public and private sites are hosted.

Applying the Logic Model Framework

Inputs	Activities	Outputs	Outcomes	Goals
Users Local Businesses Innovation Labs Cultural Guides Curators Content Creators Speakers Funding Bodies	Creation of Case Studies and Exhibitions in Collaboration with Local companies Compilation of Learning Materials and Tools Building an Innovation and Design Network	Innovation Case Studies Showcases Tools and Materials Bank Important Connections Events Newsletters Tours	Higher Design and Innovation Literacy Increased access to Innovation economy Cohesive and integrated innovation ecosystem Increased innovation opportunities	Social and Economic growth driven by Innovation and education

Value Framework



The value framework was defined throughout the layers of Society, Ecosystem, Organisation and User. This helps us define the scope of what The Contact Zone could contribute as a facilitator and educator of design within the Economy, Psychology, Sociology and Ecology segments.

MODA's New Business Model

Key Partners + Stakeholders

-Local retail shops -Local food establishments -Local design community -Design studios -Local designers -Cultural/travel guides -Incubators

Key Resources

-Storytelling -Content creation -Networking events (new experiences) -Design & business connections -educational materials

MODA Ideal Value for **Stakeholders**

- Local businesses increase engagement -Financial Stability -More potential clients -Understanding of design's
- true meaning

-Crowdfunding

Value Creation

-Co-creation with local **businesses** -Co-creation with designers for participating in the expansion of design knowledge -Interactive learning -Helping to create new experiences -Fostering better relationships -Build spaces for co-creation -Knowledge of good design.

-Immersive design process

Interaction and **Co-production**

-Production Collaboration - Relationship building

-Offering spaces for co-creation

MODA Ideal Value for end Users

-Provide design learning materials and tools -Enable awareness of design knowledge -Implement design knowledge -Access to creative community

End users Ideal Values

-Exposure to design -Knowledge of design Stronger relationships with MODA -Stronger relationships with local businesses -Appreciation for local designers/agencies -More integrations within the community

Cost Structure

- -Content Production
- -PR with Local Businesses and Events
- -Designer Cost

Revenue Streams

-Business Collaboration -Crowdfunding -Donors

Metrics

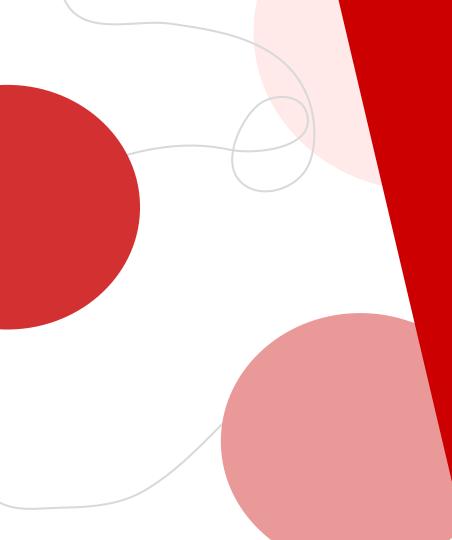
See additional Slides

Evaluation Strategy

/	Evaluation Objectives	
	Design and Innovation Literacy	
	Accessibility to Innovatio economy	n
	Facilitations and Connections	
Time of		
Evaluation	Service Evaluation	Object of Evaluation
Evaluation to assess the success of the program to attain its planned outcomes	Strategy	Exhibitions Networking and Opportunity Facilitation
		Content Creation
	Perspective of Evaluation	
	Visitors	
	Local Businesses Design Firms	
	Local Governments	
Better Services: In to Evaluation	Local Community	

Evelvetien

The Service Evaluation Strategy framework designate each step of the strategy as a crucial component on when and at what pace the strategy should be taken The Contact Zone could contribute as a facilitator and educator of design within the Economy, Psychology, Sociology and Ecology segments.



Part 4

COMMUNICATION PLAN & METRICS

Communication Plan Outline...65 Communication Strategy...66-74 Scenarios Planning Case Study...75 Scenarios Planning...76 Scenarios...77-80 Outcome Indicators Framework...81 Metric Table Analysis...82-83 Communication Plan Dashboard...84 Communication Plan Dashboard...85 Communication Channels...86-87 References...88-89

Communication Plan- Outline

Choosing Goals Or Objectives

4 Clarify What Needs To Be Shared

7 Feedback Cycle to sustain communication methods

2 Define Your Stakeholders

5 Communication Methods

8 Roll-Out And Implementation Time Frame

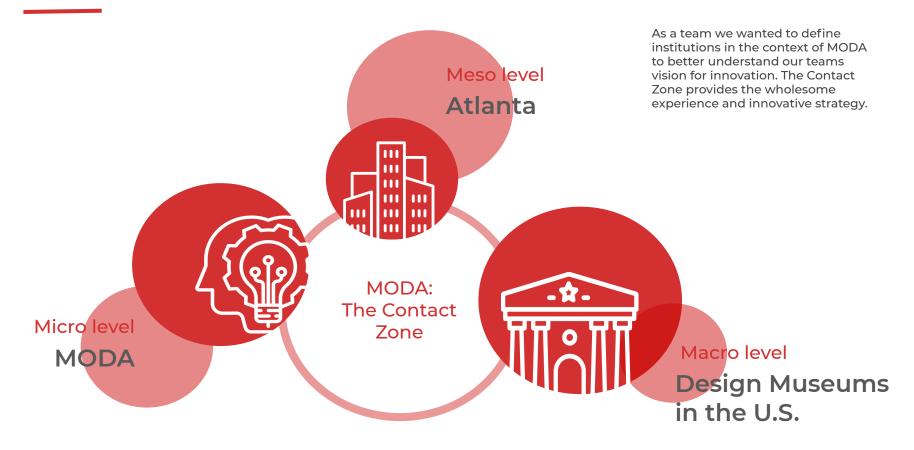
3 Know Your Key Messages

6 Communication Channel

9 Evaluation- Metrics

https://www.fionamceachran.com/10-steps-to-developing-a-communications-plan/

MODA through Institutions



Current Business Strategy MODA Today

The Contact Zone Strategy MODA Tomorrow



Teachers Need To Be Learners



Pre-Set Expectations With Relevant Content



Models for Role Models Not Heard



Design Exploration For Change



Confined Space

Facilitator and educator of design throughout the Atlanta community.

Strive to be the primary design educators within Atlanta community.









Field

Tours

Business Stories

Case Studies & **Exhibitions**

Learning Facilitate Material & Communication innovation Tools

The Contact Zone: Communication Objective

Creating a **flow** of communication from the **onboarding** process, to **feedback** and **sustainment**.

To help **ease** the **resistance** of stakeholders from **discomfort** and **uncertainty** when it comes **collaborating** with MODA.

The Contact Zone

Zonel 0-6 months

Run Networking events that Facilitate connections that foster new business and social opportunities

of Events held

- # of Event Attendees
- # of community initiatives that MODA facilitated
- # of Connections facilitated

Zone 3 1.5 years-2 years

Expanding case studies distribution to Atlanta community.

of Case Studies Accessed

of Studies facilitated

Zone 2 6 - 1.5 years

Partner with businesses aiding them to tell innovative stories through studies and exhibitions that demonstrate the impact of good design; Provide learning materials and tools.

of LB collab. W/ us

of Returning Visitors

Revenue after Collab.

of Visitors

Number of Material/Tool requests

of Donated/ collected Materials

Zone 4 2 years - 3 years

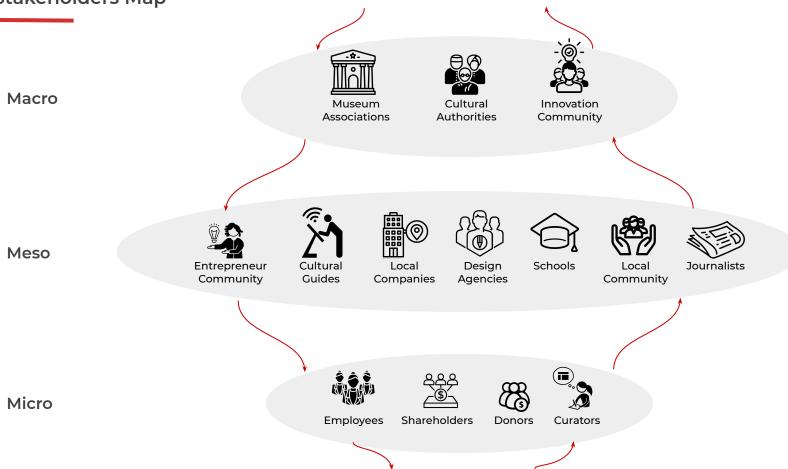
Offer field innovation tours, taking users to locations where both public and private sites are hosted.

of tickets sold

of attendees

of returning visitors

Stakeholders Map



Stakeholders Characteristics Macro Level

Interest		Impact	
Museum Communities	Engage in society's cultural awareness and design education	Higher literacy and understanding of design and culture, relevant to individuals everyday life application	
Cultural Authorities	Promote culture and education while developing a new revenue source	Generate new opportunities for people/designers within the design field	
- Ö- Innovation Community	Social Recognition and benefits for their clients and employees	Involvement from clients and employees will increase loyalty and stronger relationships from one to the other	

Stakeholders Characteristics Meso Level

	Interest	Impact	
Entrepreneur Community	Grow professionally and contribute to MODA's success	Stronger network of connections to professionals, exposure of one's own business / work	
Cultural Guides	Additional channel to distribute work and cultural knowledge	Exposure and access of cultural knowledge for the Atlanta community	
Local Companies	Exposure to community through collaborations, contribution towards revenue	Increase collaboration and connection throughout Atlanta community, increase in new customers, customer loyalty, and revenue.	

Stakeholders Characteristics Meso Level

	Interest	Impact			
Design Agencies	Gain opportunities and contribute to MODA's success	New connections that would facilitate new business opportunities for themselves. Exposure to the Atlanta Community			
Schools	Extended educational opportunities, partnerships	New connections that would heighten reputation. Gained attraction towards design education			
Local Community	Educational opportunities, exposure to design	Become known as a knowledgeable design community and a destination other communities seek out			

Stakeholders Characteristics Micro Level

	Interest	Impact			
Employees	Grow professionally and contribute to MODA's success	Transformation of a working environment with enhanced growth and learning opportunities			
දිදිදි Shareholders	Promote culture and education while developing a new revenue source	Strengthening of MODA's position in Atlanta's education, innovation and business scene.			
Donors	Social Recognition and benefits for their clients and employees	New connections that would facilitate new business opportunities and for MODA's circle			
Curators	Become trustable and highly reputable	Higher exposure of MODA's work to business, design and local community			

Learning from Mont-Fleur Scenario Exercise

Four Scenarios

Mont-Fleur

Scenario Planning exercise

Unify different layers of society and work together towards a successful democratic transition in South Africa

Gathered opposing governmental leaders, black and white populations, business, academic and working communities

Ostrich

Hardened negotiations Suppression of Liberation movements Massive Resistance

Lame Duck

General support but fear to act Slow transition and decision-making Inadequate crisis response

lcarus

Excessively Rapid Transition Massive spending spree and quick-fix Long-term debt and deficit

Flight of the Flamingos

Decisive political settlement Conditions for economic and social take off Gradual growth of confidence and income Common understanding of current situation and potential consequences

Stronger collaboration between different poles of the community

Innovative initiatives to co-create a better future

Overview of Scenario Planning MODA the Contact Zone



d. Challenges status quo bias & conventional wisdom

c. Allows common insights and understanding about the future across multiple actors

C.Roxburgh 2009 , Use and Abuse of Scenarios - Mckinsey. Retrieved Nom: https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-in

sights/the-use-and-abuse-of-scenarios

b. Enables to act early on risks and opportunities

Scenario Plan #1 - Design Inflation



SET UP

MODA continues with their regular business strategy and **remains as is**. Curations from selected limited designers continue to be **simplified** and **static**. Visitors durability continues to be **short-termed** and **disengaging**.

RISING ACTION

The board decided to take action by proposing to strengthen the relationship with stakeholders by **overpromising** more benefits to the stakeholders invested. Also, MODA reaches out to more expensive designers outside their limited budget while **reducing,** and **cutting back** on events, programs and staff opportunities.

TURNING POINT

MODA's overpromising budget strategy leads to a **low-profit return**, causing disapproval and misinterpretation among their stakeholders (like donors, investors, and partners) **forfeiting** their support; employees and staff showcase their concern for being **overworked** and fear for their **financial stability**.

FALLING ACTION

MODA faces the **loss of many attributes** to their funding and organization (like donors, investors and partners); following more shortcoming of visitors; **reductions appear** in their brand reputation, credibility and their source of financial sustainability falling back on uniting with a stronger Museum Organization.

RESOLUTION

MODA has to resort to closing its establishment or being bought or acquired by a larger corporation. Selling their assets at a lower cost from its initial investment.

Scenario Plan #2 - Turmoil



SET UP

MODA's stagnation during the last year has been evident. **Visitor's growth has declined** while donors and patron's attrition are on the rise. Without a turning point, **MODA would only subsist for a couple of years.**

RISING ACTION

The **board fully supports the Contact Zone** initiative. Atlanta's cultural and entrepreneurial community forecast that this approach will flip MODA's situation and help them become #1 design promoter in Atlanta.

TURNING POINT

MODA engages in a very ambitious implementation plan,

simultaneously rolling out the implementation of external exhibitions, academic articles, networking venues, and Innovation tours.

FALLING ACTION

MODA faces an uncontrolled expansion; leading to cash-flow crushes and operational inefficiency. The quality of their services and outputs is deficient and several negative comments about the institution emerge.

RESOLUTION

Strategic partners and investors forfait.

Unexpected financial losses, lost of credibility and employee dissatisfaction **lead MODA to cease their operations**.

Scenario Plan #3 - Turtle Trap



SET UP

MODA takes upon new innovative business strategies and decides to **roll it out slowly** in small increments over a long period.

Other organizations start to take notice of MODA's implementation plan and **take an interest**.

RISING ACTION

Museum Organizations and Design agencies around Atlanta obtain the MODA Contact Zone concept by **applying it** and expanding it within their resources. MODA is shorthanded in being the primary design educator and material/ tool provider for designers and local businesses around Atlanta's community.

TURNING POINT

The Contact Zone is now functioning in a **saturated market**, and limited opportunities are present for MODA. Other museum organizations and design agencies **take the lead** in being the lead innovators of design education and exploration at a quicker and more sustainable rate.

FALLING ACTION

Other companies take over the market and **capitalize** on the idea of The Contact Zone and **distort its true meanings** and initial value that MODA wished to create.

RESOLUTION

MODA is pushed in a position of no growth. Causing them to have budget cuts on events, programs, and resources. Resulting in MODA to fall back into their old business strategy. Therefore, relapsing into a cycle where they first started.

Scenario Plan #4 - Red Carpet





SET UP

MODA invest time into creating a **rollout implementation plan** that consists of multiple set of steps. Which have been **strategically planned out** in when timeframe they will launch.

RISING ACTION

MODA sets up communication channels to aid in connecting and delivering their messages to the stakeholders that will be involved in the roll out of The Contact Zone.

TURNING POINT

The Contact Zone rolls out their first initiative of its plan. To widen their scope and gain attraction, MODA **runs networking events** that facilitate connections. From this, the Contact Zone fosters **new business** and **social opportunities** amongst **stakeholders**.

FALLING ACTION

After the evaluation of the first initiative, the Contact Zone gains **positive momentum** and success. MODA continues to **roll out more initiatives**. This include, **collaborating** with local business to showcase design, facilitating **case studies** throughout the design community, and providing **field innovation tours.**

RESOLUTION

MODA continues to evaluate each initiative roll out plan and see's **exponential success** at each step. Due to the Contact Zone, Atlanta has a higher **innovation literacy rate**, increased accessibility to **innovation economy**, and integration of innovation throughout the **ecosystem**.

Outcome Sequence Framework

	I	End outcomes		
New Initiative	Local Businesses collaborate with Moda to build Exhibitions and Case Studies	Firms and Individuals request Learning tools and materials	Community members attend our networking events	Higher Innovation literacy
	Users access Case Studies and attend			Increased Accessibility to Innovation Economy Integration of the
	exhibitions			Innovation Ecosystem
KPIs	# of LB collab. W/ us Revenue after Collab. # of Case Studies Accessed	# Number of Material/Tool requests # of Donated/ collected Materials	 # of Events held # of Event Attendees # of community initiatives that MODA facilitated 	 # of people reporting increased knowledge after visits and CS # of new job and entrepreneurial opportunities enabled
	# of Visitors # of Returning Visitors # of Studies facilitated		# of Connections facilitated	# of community Members User Demographics # of attracted investors

Satisfaction: Will be measured for exhibitions learning materials, events. It can be done through ratings, percentages of people satisfied, recommendation rates and/or qualitative insights

Outcomes	Metric Indicator	Data Collection Strategy	Outcome stage
Increased collaboration	Number of Local Businesses collaborating with MODA	Organizational Records	Intermediate
Increased business revenue	Local Businesses revenue before and after collaboration	EOM and EOY Financial Reports of Local Businesses	Intermediate
Increased Implementation	Number of Case Studies Accessed by users within the society	Virtual Page Download Clicks	Intermediate
Increased audience Number of visitors to MODA's innovation sites		Scanned QR Codes	Intermediate
Increase frequency	rease frequency Number of returning visitors to MODA's Innovation sites		Intermediate
Increased Implementation	Number of case studies facilitated by MODA	Organizational Records	Intermediate
Increased Number of material/ tool Request		Organizational Records	Intermediate
Increased Contribution	Number of donated/ collected materials	Organizational Records	Intermediate

Metric Table Analysis (cont.)

Outcomes	Metric Indicator	Data Collection Strategy	Outcome stage
Increased Implementation	Number of events held	Organizational Records	Intermediate
Increasement in growing audience	Number of event attendees	Attendees Door count	Intermediate
Increased awareness	Number of community initiatives that MODA facilitated	Organizational Records	Intermediate
Increased Collaborations	Number of Connections that MODA facilitated	Event and Organizational Surveys	Intermediate
Increased Knowledge	Number of people reporting knowledge after working with MODA and materials provided	Community Feedback through Interviews and Surveys	End
Increased demand	ncreased demand Number of new job and entrepreneurial opportunities		End
Increased awareness	Number of community outreach	Community Feedback through Interviews and Surveys	End
Increased Knowledge	User Demographics	User surveys	End
Increased awareness	Number of attracted investors	Organizational Records	End

Communication Plan Dashboard

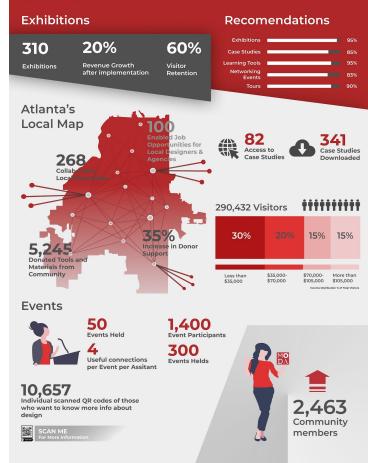
The dashboard to right, serves as a communication tool for MODA to **provide to** external stakeholders and community.

It shows different metrics that support the **systemic open innovation strategy**, coined as The Contact Zone.

The metrics displayed **help communicate the success** in implementation of the Contact Zone and **monitor performance**.

MODA The Contact Zone

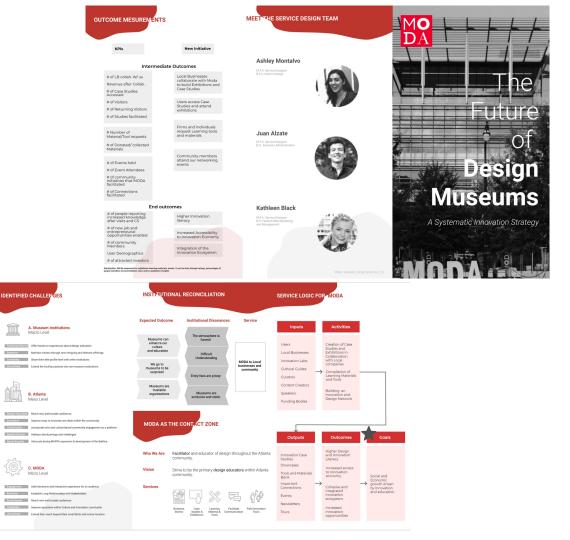
Systemic Open Innovation



Communication Pamphlet

A tool to provide **educational insights** about the new systemic innovation strategy.

Each segmentation provides details of the processes that are taken, from the discovery of the **gaps**, through the **new services**, and the **outcomes/ metrics**.



Channels of Communication

	(+)				
	Internal Communications	Interpersonal Communication	Community Folk Media	Mass Media and Mid-Media	Digital and Social Media
Examples	Memos, Intranet Group Discussions Workshops	Community Dialog, Peer to Peer Advocates	Community Events, Group Discussions, Press conferences	Radio, TV, Print, Film, Posters, Billboards	Mobile, Blogs, Video, Social Media, Culture Guides
Strengths	Trusted source Drive behavioral change High stickiness	Personalized. Explains complex info Power to persuade	Fosters public dialog Reaches large group Motivates collective solutions	Extensive Reach Consistent Repetition Gradually shapes behaviors	Mobilizes youth Interactive Customizable
Limitations	Risk of Phony effect Intimidation	Low reach Time consuming	Time consuming Intimidation	Limited Interaction Impersonal	Requires tech literacy Lack of credibility

Channels of Communication

Characteristics		Awareness and Consideration		Onboarding		Feedback and Sustainment		
Micro	High involvement; preference of interactive communication and dialogue	٢	ေ	(\bullet)	ೲ		<u>ر</u>	
Meso	Medium to high involvement Collaborative spirit Openness and Discussion	¢ ©	ೲ	¢ o	e e e e e e		< O.	
Macro	Low Influence to MODA Hard to reach	¢		¢		ೲೲ	ଙ୍କି ତ୍ର୍ଚ୍ଚି	
How to develop a Channel Mix Plan https://www.thecompassforsbc.org/how-to-guides/how-develop-channel-mix-plan				(Internal Commu	Interp nications Comn	ersonal Comm nunication Folk N		

Boylston, S. (2019). *Designing with society: a capabilities approach to design, systems thinking and social innovation.* New York, NY: Routledge.

Chandler, J. D., Danatzis, I., Wernicke, C., Akaka, M. A., & Reynolds, D. (2018). How Does Innovation Emerge in a Service Ecosystem? *Journal of Service Research*, *22*(1), 75–89. doi: 10.1177/1094670518797479

Clayton M. Christensen, Efosa Ojomo, Derek van Bever. "Africa's New Generation of Innovators." *Harvard Business Review*, 19 Dec. 2016, https://hbr.org/2017/01/africas-new-generation-of-innovators.

Daire Hooper, Joseph Coughlan and Michael R. Mullen Journal of Services Marketing. Volume 27 \cdot Number 4 \cdot 2013 \cdot 271–280

Davis, Kathleen. "How Black Millennials Can Finally Close The Racial Wealth Gap." *Fast Company*, Fast Company, 1 May 2018,

https://www.fastcompany.com/40561619/how-black-millennials-can-finally-close-the-racial-wea lth-gap.

Koskela-Huotari, K., Edvardsson, B., Jonas, J. M., Sörhammar, D., & Witell, L. (2016). Innovation in service ecosystems—Breaking, making, and maintaining institutionalized rules of resource integration. Journal of Business Research, 69(8), 2964-2971.

NOME (Network of European Museum Organisations), 2017

Wells, V.K. and Daunt, K.R. (2015) Eduscape: The effects of servicescapes and emotions in academic learning environments. Journal of Higher and Further Education. pp. 1-23. ISSN 0309-877X

SPARCC, https://www.sparcchub.org/communities/atlanta/.

References

Daire Hooper, Joseph Coughlan and Michael R. Mullen Journal of Services Marketing (2013) Servicescape as antecedent to service quality and behavioral intentions . Volume 27. Number 4. 271–280

Wells, V.K. and Daunt, K.R. (2015) *Eduscape: The effects of servicescapes and emotions in academic learning environments. Journal of Higher and Further Education.* pp. 1-23. ISSN 0309-877X

https://segd.org/redesigning-museum-experience-cooper-hewitt

https://www.aiga.org/cased-2015-winner-cooper-hewitt-pen

https://www.cooperhewitt.org/publications/keys-and-locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-collection-of-the-cooper-hewitt-museum/locks-in-the-cooper-hewit

https://www.cooperhewitt.org/interaction-lab/

https://www.theguardian.com/culture-professionals-network/2015/mar/16/museums-in-2020-industry-experts-views

https://www.wired.com/2014/12/innovative-museum-lets-play-role-designer/

https://www.vam.ac.uk/blog/digital/designing-a-new-welcome-experience-at-the-va

https://www.vam.ac.uk/blog/digital/how-can-technology-improve-the-museum-experience

https://www.cnbc.com/2017/09/22/how-technology-is-turning-museums-into-a-booming-industry.html

https://www.bdcnetwork.com/blog/future-museums-ultimate-visitor-experience

https://www.bluffton.edu/homepages/facstaff/sullivanm/atlanta/high/high.html

References