

1st Year

Strategic Design + Management Graduate Program

Reimagining the Future

5 inspiring stories

Introduction

Each first year studio targets a different sector or comes to the innovation process from a different strategic angle.

Working with external partners following a strategic consultancy model or working with a case study, we explore: defining the area of investigation, design research methods and test the design process for innovation within the specific business contexts.

Intrapreneur // Entrapreneur // Entrepreneur

Catskill Mills

How To Build A Craft Community

Students

Adam Chaloeicheep, Cristina Robledo, Eunyoung Hwang, Henrietta Danubrata, Kyungeun Oh, Oliver Dumpit, Regina Garcia Echeverria, Sean Penchoff, Tatiana Gurovich, Timothy Bruns, Ruben Sachica, Breanna Glaeser.

Faculty

Mark Rodgers

CATSKILL MILL ARTISAN COMMUNITY

Mark Rodgers



CATSKILL, N.Y.

- 12 N.Y.C. & H.R.R.
- 13 N.Y. & Albany Steamer & Ferry Landing & Mills Smith
- 14 Summit Hill House, W.C. Barker, Manager.
- 15 Prospect Park Road, J.H. Bayley, Jr., Manager.
- 16 Irving House, W.H. Phillips, Manager.
- 17 P.C. Lewis, Big Van Winkle Boiling Sucker & Hard Four Pump Mill.
- 18 Fenn & Coasting, Lumber, Building Supplies, Paints, Etc.
- 19 Smith & Haines, General Blacksmithing.
- 20 Thomas Tyson, Horse Shaving.
- 21 John Avery, Coal & Ice.

- 31 Catskill Kitting Mills, W.S.C. Wiley
- 32 Rogers & Smith, Flour, Feed, Grain &c.
- 33 C.V. Sage, Coal & Limestone.
- 34 E. Longman, Sash, Blind & Lumber.
- 35 O.H. Holmgren, Blacksmith.
- 36 W. Korte, Furniture.
- 37 H.W. VanGordon, Books, Picture, Framing and Variety Goods.
- 38 Geo. T. Williams, Fine Harness, Trunks &c.
- 39 Frank Wood, Cigars & Tobacco.
- 40 Sebeck & Brown, Bakers & Confectioners.
- 41 F.G. & C.G. Coffin, Lumber & Real Estate Agents.

- 42 Shuler & P.
- 43 F.A. Stahl.
- 44 Henry Van
- 45 Cook & R.
- 46 Ohio Chalk
- 47 Frazier & S.
- 48 C.C. Adams
- 49 Jerome W.
- 50 Robert S.
- 51 Charles B.
- 52 George V.



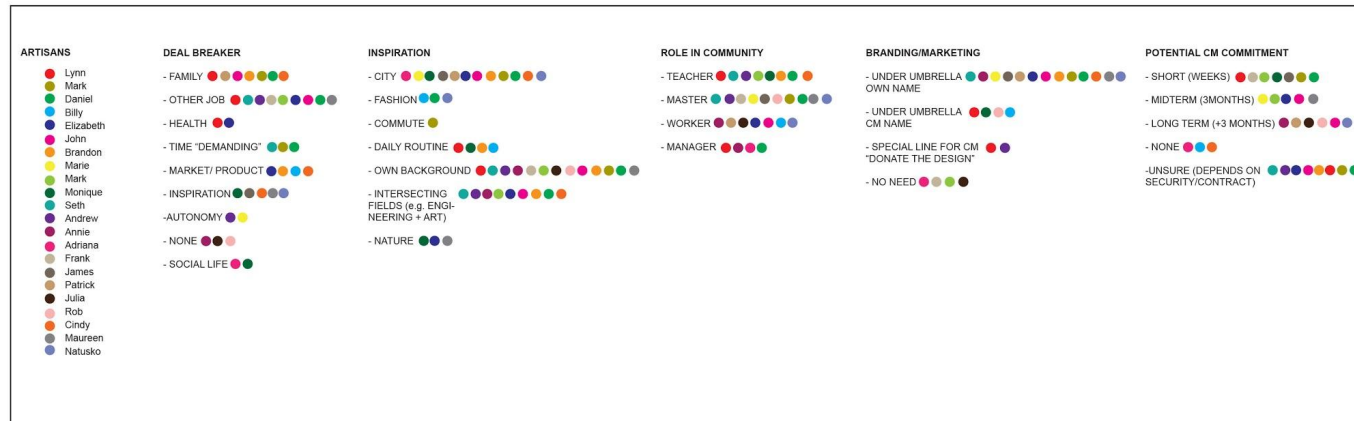
The Catskill Mill

The Catskill Mill, founded by Robert Kalin and Trevor Babb, is conceived of as a place for the artisanal making of domestic wares. Set in a 300,000-sq foot industrial mill, the project offers artisans a unique, collaborative business setting where they may find respite from an unstable economic climate, and a place to make housewares that will last beyond the maker's lifetime. The Mill will establish a general store, guesthouse, restaurant, factory and living quarters in the heart of the Hudson Valley; building a presence in Catskill, NY, and a compelling story of enduring value for the rest of the nation.

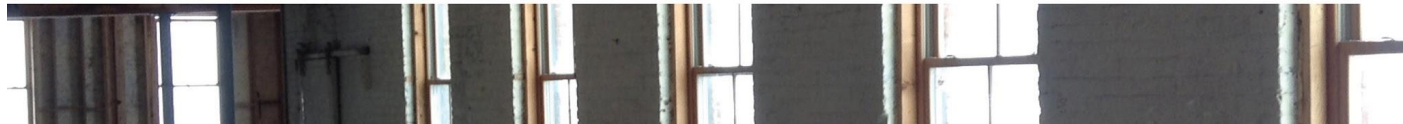
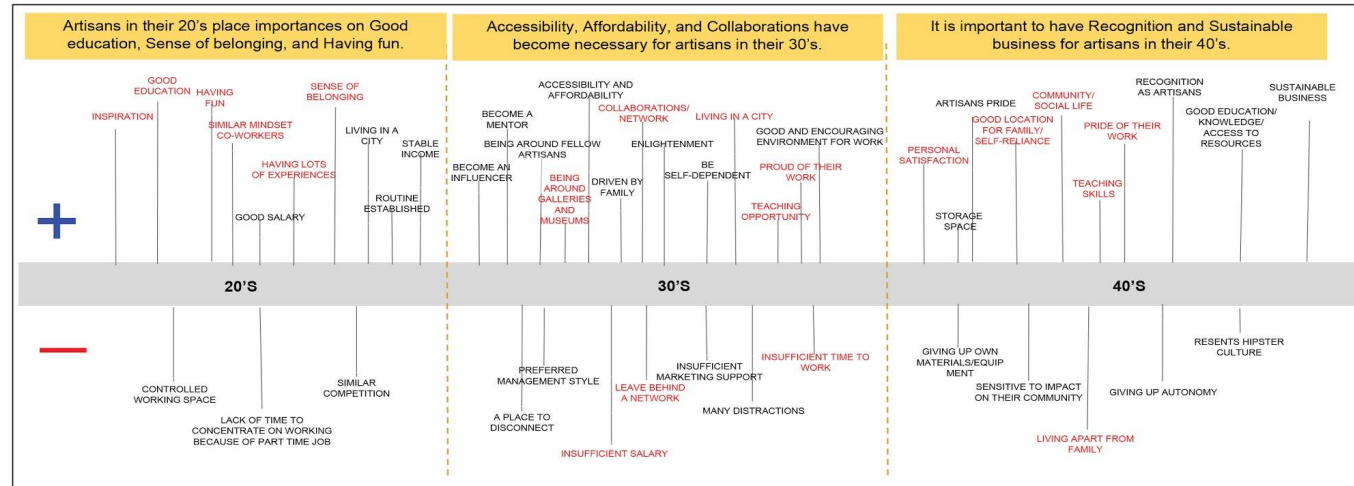
With such aspirations in mind, we held conversations with 25 voices in the maker-economy, ranging from artisans to journalists, aiming to answer the question: how do you build a cohesive, creative community to ensure the future of the Catskill Mill?



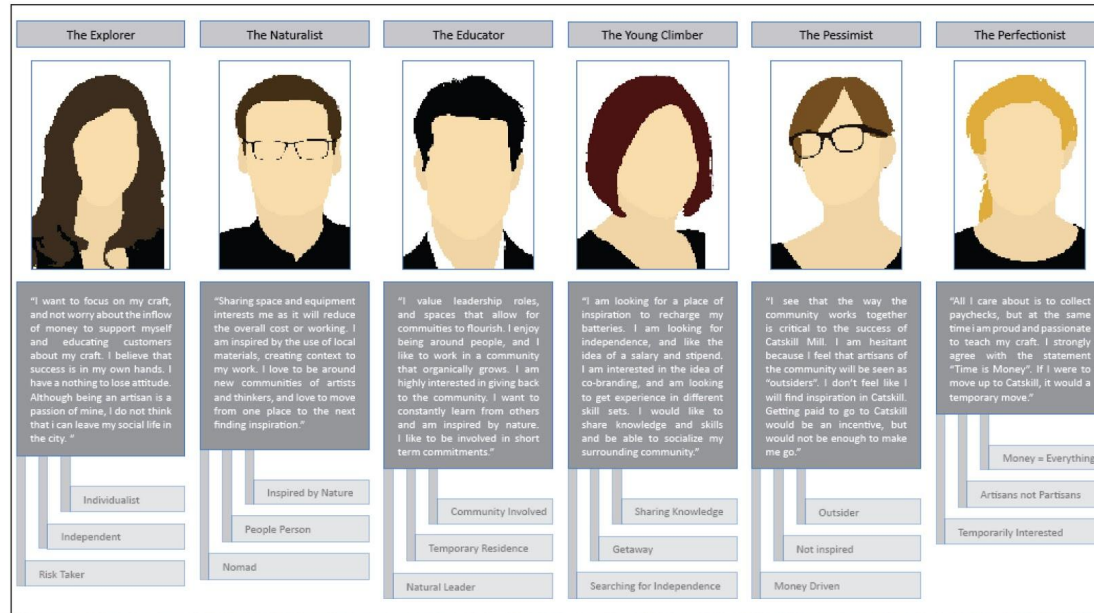
This is the story that unfolded.



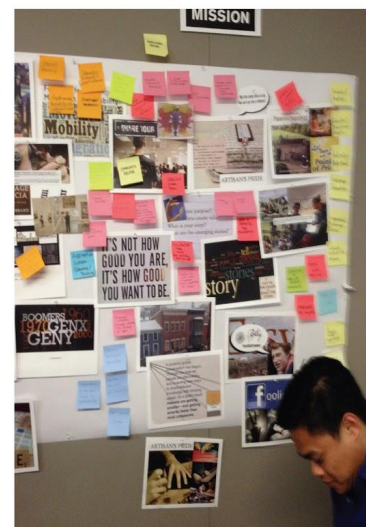
Evolution of artisan's Needs



Personas



Storytelling



The Four Truths

TELLER	AUDIENCE	MOMENT	MISSION
<p>"If we build it, they will come." <i>(Taking the worries and headaches of business problems out of your hands so you focus on what your hands do best.)</i></p> <p>UTILITY FIRST A FAMILY OF PRODUCTS</p> <p>SECURE, SUSTAINABLE WORK We will provide the creative community: MITIGATED RISK, SUSTAINABILITY. Sustainable community. Mitigate risk for artisans.</p> <p>HANDMADE, HIGH QUALITY Handmade, high quality.</p> <p>TRUST SHARE THE GIFT OF YOUR CRAFT People should come give their gifts away and trust they will get something out of it.</p> <p>Aesthetic: OLD WORLD, NATURAL Old World. Natural.</p> <p>IF YOU BUILD IT THEY WILL COME A DESTINATION If you build it they will come.</p> <p>A PLACE FOR PEOPLE WHO MAKE THINGS A place for people who make things.</p>	<p>"Heartisans" <i>(That passion that's in the artisan's hearts and in their blood. The soul of their craft. "They just want to do their thing.")</i></p> <p>PRIDE Artisans are very proud of their work.</p> <p>BRAND RECOGNITION Artisans want their name on the product.</p> <p>FLEXIBILITY Revolving door. Some people want to come for a while and leave.</p> <p>CITY VS. COUNTRY Newcomers and town folk in Catskill, will they get along?</p> <p>Where does inspiration come from? Can it come from Catskill?</p> <p>ONE SIZE DOES NOT FIT ALL Health issues, Special conditions. People with families. Accommodations?</p> <p>OUR KIND OF PEOPLE Having same goals in life integral to cohesive community.</p>	<p>The Bridge to Nowhere. <i>(Metaphor for actual Catskill bridge but also the mindset, perception, and feeling of disparity. ie: getting pushed out of urban places due to economic conditions. The feeling of, "I can't make it there," nowhere to turn, etc.)</i></p> <p>FORCED MIGRATION Artists and artisans being squeezed out of the city.</p> <p>REDISCOVERING HARD WORK "A Message to Garcia" - 1899 by Elbert Hubbard <i>(slang expression for taking initiative)</i> <i>"The world cries out for such: he is needed, & needed badly- the man who can carry a message to Garcia."</i></p> <p>CONTRASTS Priceless craft: Enduring Value Vs. The Wal-Mart Promise: Luxury for Less</p> <p>Voluntary Simplicity Vs. Economic recession/Poor Catskill residents</p> <p>Rurbanism - Strong global movement that looks to the countryside and smaller cities as centers of creativity. People moving out of city. Vs. Artisan's inspired by urban environments/used to industrial areas</p> <p>MILLENNIAL ARTISAN 20-somethings: Search for authentic tangible connection to source Next level of inspired souls will want a culture, not a paycheck. The will want more of the story.</p>	<p>Honest Work Makes Honest Goods. <i>(A return to working with integrity, making goods you can be proud of; goods that teach the consumer the value of craftsmanship, with the potential to change the bigger manufacturing story.)</i></p> <p>HONEST WORK, HONEST PRODUCTS. Beautiful, functional belongings. Porous, open space.</p> <p>SEE WORK IN A DIFFERENT WAY Encourage innovation through collaboration. Cultivate skills with young people and provide them with work opportunities. Regular workshops for people to see work in a different way. Cooperation "Community-of-Practice"</p> <p>CHANGE THE MANUFACTURING STORY Durable and functional objects. Attached to a cultural/manufacturing change. Informed Furniture – purchase it and understand the value, teaches you something.</p> <p>DREAMY OR PRACTICAL? "I'm here to restore a sense of wonder, poetry and foolishness" – Rob Kalin. (on Etsy?) Vs. Message to Garcia; Community of Practice; Collection of Things, Not People; Return to hard-working, industrial age; Quality of work is more important than a vision. – Trevor Babb</p>

TENSIONS: Products before People (Utility-driven vs. Community-driven); Benevolence/Mission Focus or Resume-Enhancement/Inward Focus? ("Give their gifts away," *Message to Garcia* aka reliable worker); Leap to the Country (inspiration, family, and established roots); Culture or Paycheck? (The Story or The Stability?); Dreamy or Practical Mission?



The Story



Together, We Can Make It.

Cities Alive

Reimagining the Trade Organization for the Digital Age

Students

Ladylaura Simao, Alexis McNutt, Alexis Marcus, Mariano Malisani, Augusto Reis, Michelle Alleyne, Soonboeng Jang, Jessica Melkerson, Adriana Valencia, Kelly Maravilla

Faculty

Rhea Alexander

A new look at Green Roofs for Healthy Cities
and the future of green infrastructure

LOOKUP

OUR 3 KEY AREAS OF OPPORTUNITY

-  A new strategy: the evolution of the business model
-  Re-design Communications
-  Open the Conference

A NEW MISSION

A NEW STRATEGY



“CitiesAlive is a **hybrid organization** that focuses on bringing **living systems** into the built environment to foster the **long-term health** and **sustainability** of our **communities**.”

CREATING VALUE

A NEW STRATEGY

More sales of green roofs materials creates more value for members...



THE NEW TRADE ASSOCIATION

A NEW STRATEGY



WHAT WE DO

A NEW STRATEGY



- Research, write and publish policy briefings
- Lobbying
- Manage Licensed education unit
- Organize conference and trade show



- Produce Digital magazine
- Trade show open to public
- Social media engagement & management
- Organize local events, symposia
- General public engagement

BUSINESSES IN THE TRADE

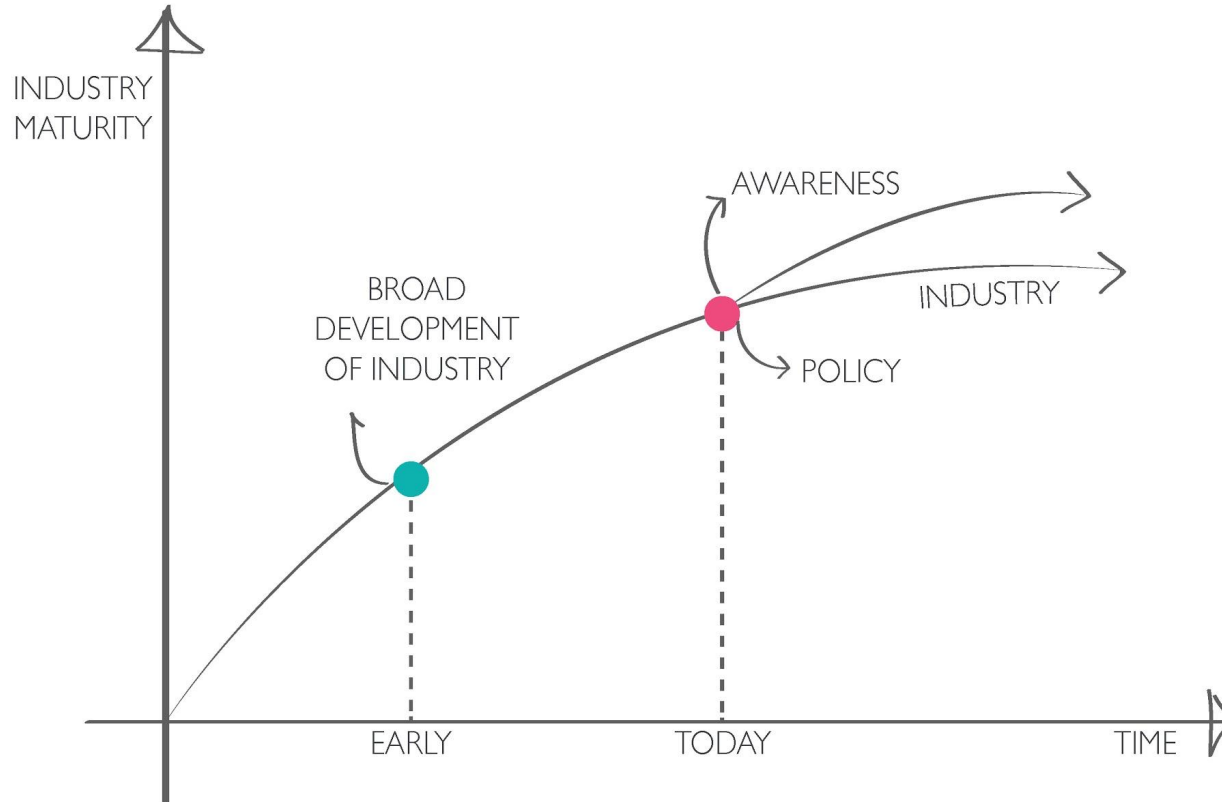


PEOPLE WHO CARE

MEMBERSHIP BASE

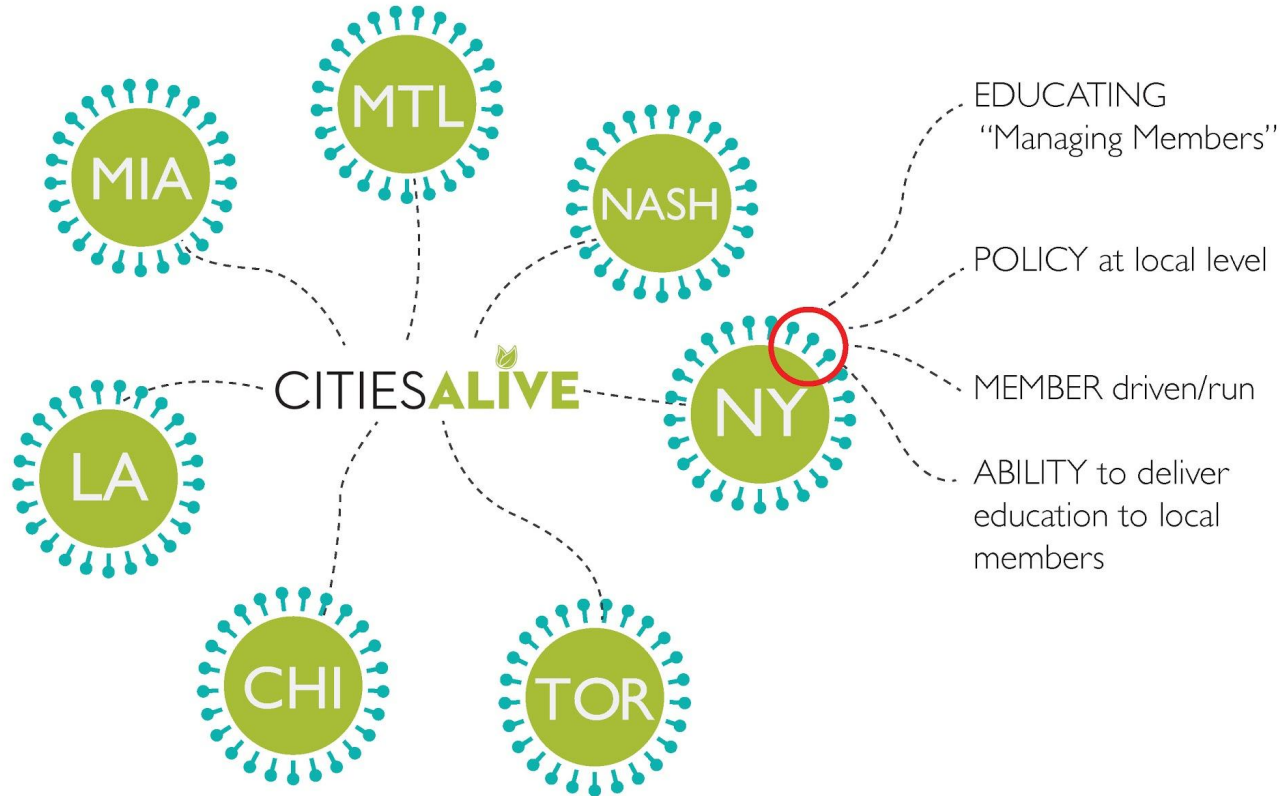
LIFE CYCLE OF A TRADE ORGANIZATION

A NEW STRATEGY



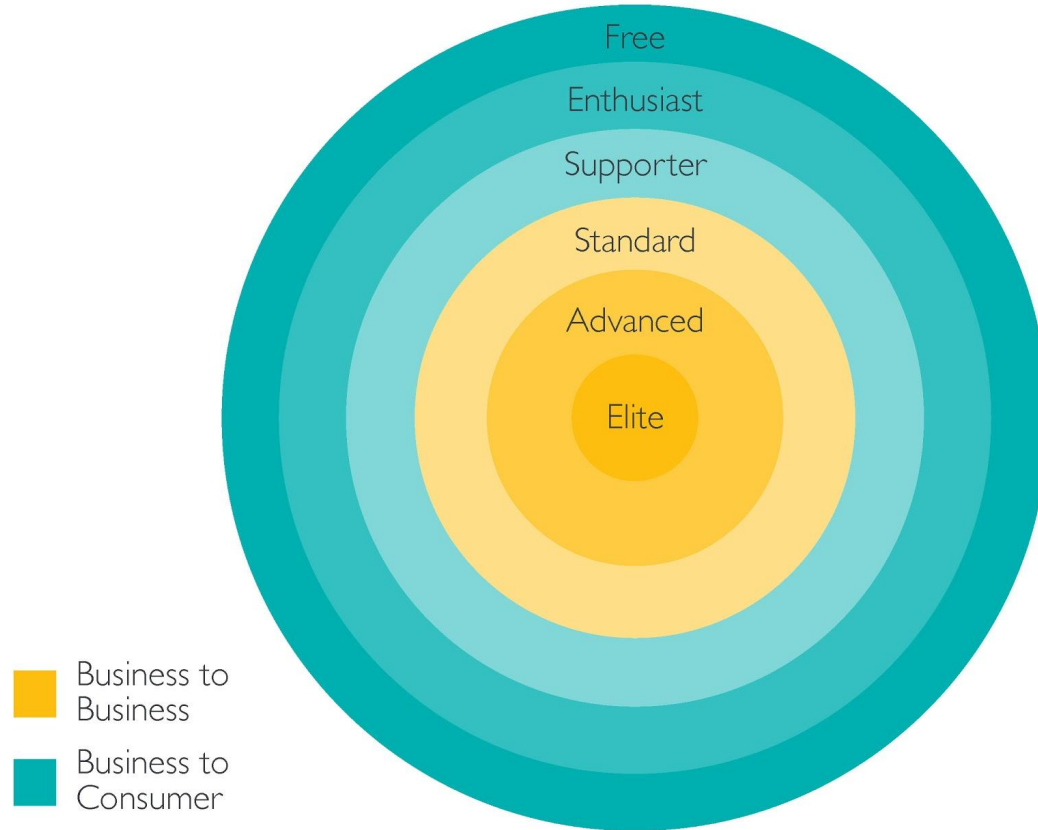
NETWORKS + LOCALISM + DECENTRALIZATION

A NEW STRATEGY



REDEFINING VALUE IN MEMBERSHIP

RE-DESIGNING COMMUNICATIONS



PROPOSED TIME CHANGE

OPEN THE CONFERENCE

	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
CURRENT	TRADE SHOW & CONFERENCE	CONFERENCE	CONFERENCE	CONFERENCE
NEW	TRADE SHOW & CONFERENCE	TRADE SHOW & CONFERENCE	TRADE SHOW & CONFERENCE	TRADE SHOW & CONFERENCE

TMG Brand Strategy

Helping guys live even more fun lifes

Students

Xenia Ambatzoglou, Robyn Asquini, Alice Bator, Vincene Collura, Martin Lenon, Natalie Neumann, Romy Raad, Juhi Sodani, Henryk Stawicki, Michelle Yee

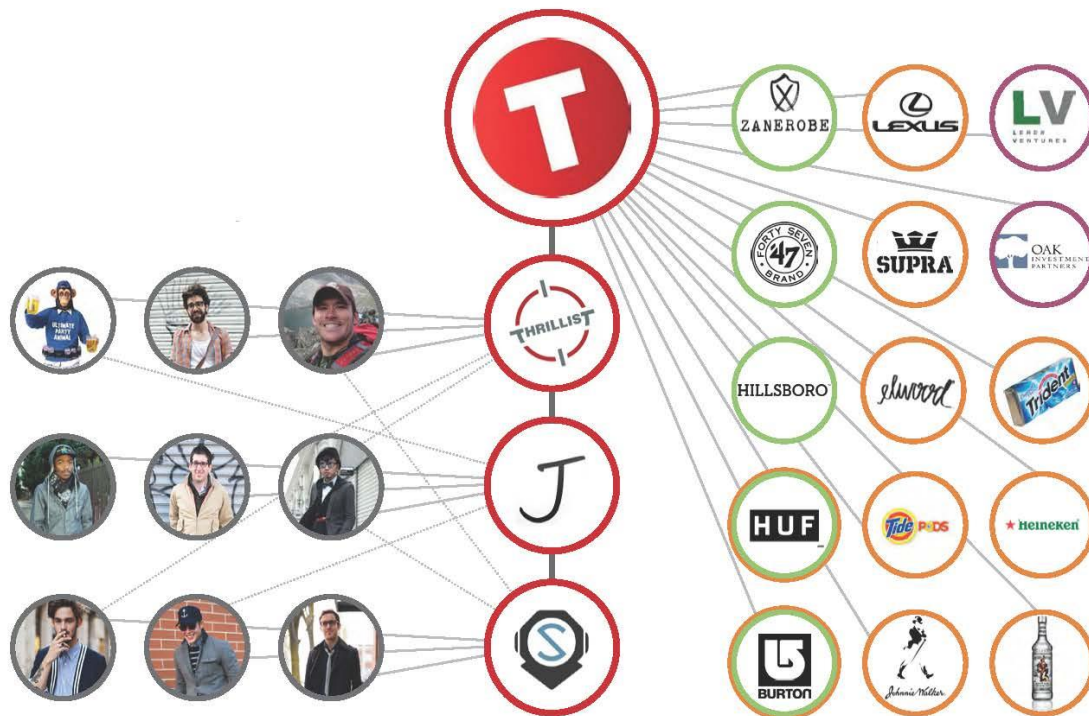
Faculty

Mark Kroeckel

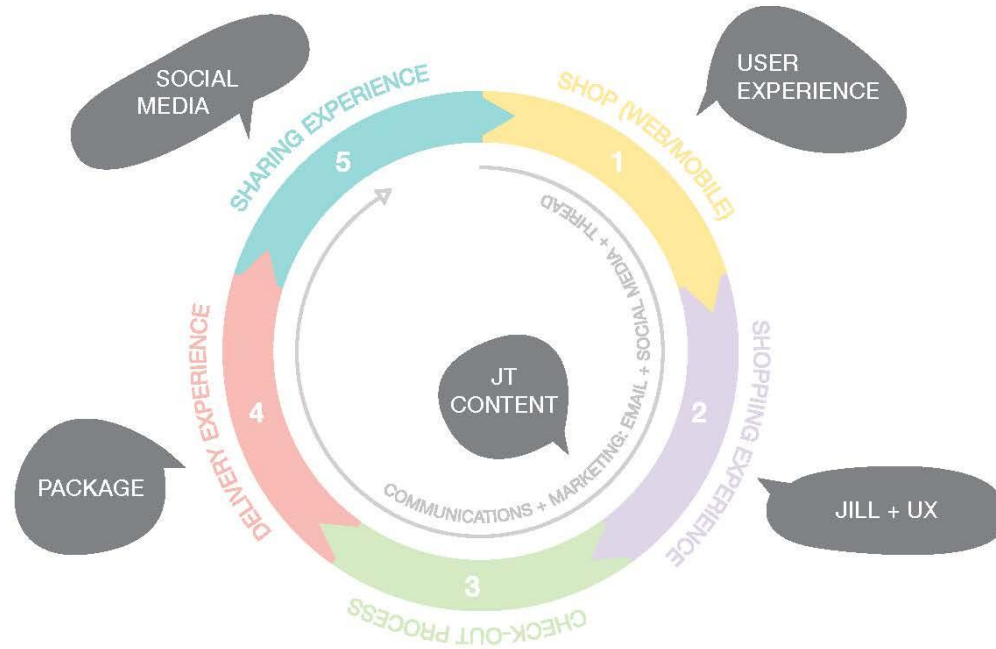




Sell ○ Advertise ○ Invest ○







Meet your stylists



Mika

Interests: traveling and bourbon

Favorite City: Barcelona
Denim jackets are: Hot! Go get!
one



Soo-Young

Interests: Hip-Hop, SF, and Lipstick

Favorite Artist: Rihanna
First thing I notice on a guy: his kicks



Natalie

"Classy & Fabulous"

Drink of choice: Cosmo's
Guys should: wear ties more often

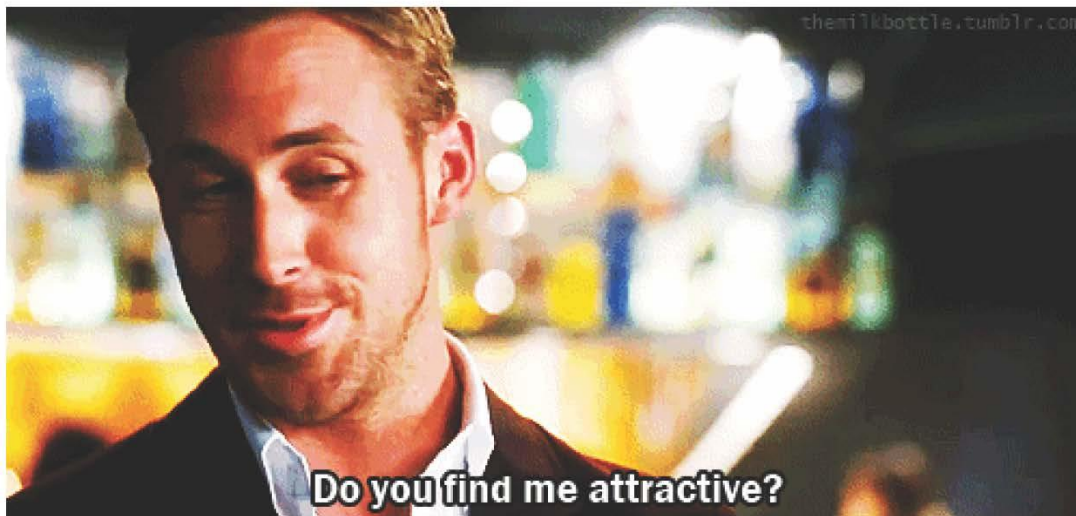


Kat

Interests: Mani-pedi's and the Red Sox

Can't live without: my LV purse
Favorite new brand: Goodale

What should I wear to my date?







Lanchonete Residency

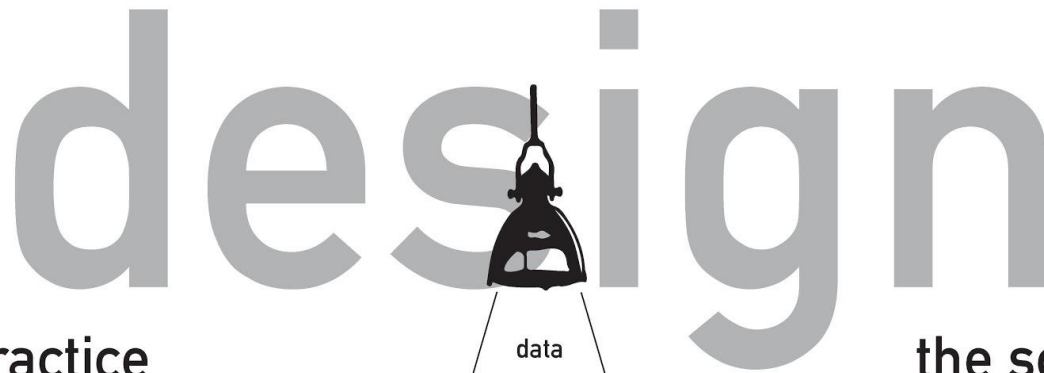
Building Community through a Cooperative Artist's Space,
Sao Paulo Brazil

Students: Shawn Nelson, Esther Achaerabdio, Elizabeth Enck, Elizabeth,
Faculty: Brian Brush

EXTERNAL ENVIRONMENT
outside conditions/context



design



the practice

imaging
presenting
testing

convergent
divergent
emergent

concept drawings
presenting drawings
schematic drawings
working drawings



paying client

data

the past



user clients

the future



the society

the science

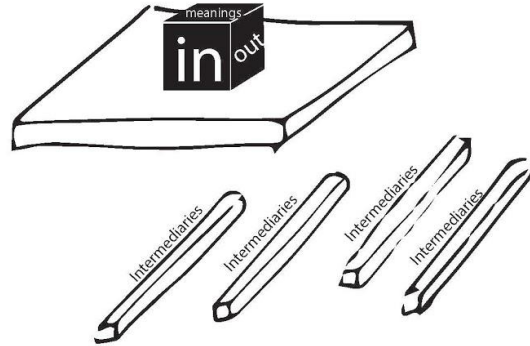
change exiting situations
into preferred ones

outside-in
inside-out

satisficing

for the sake of design

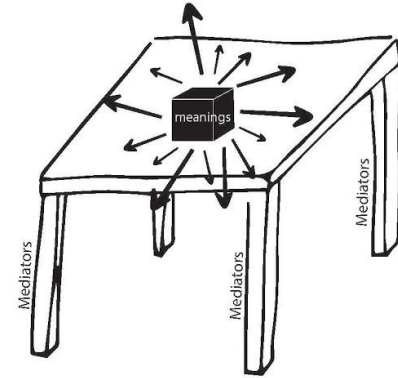
SOCIOLOGY OF THE SOCIAL



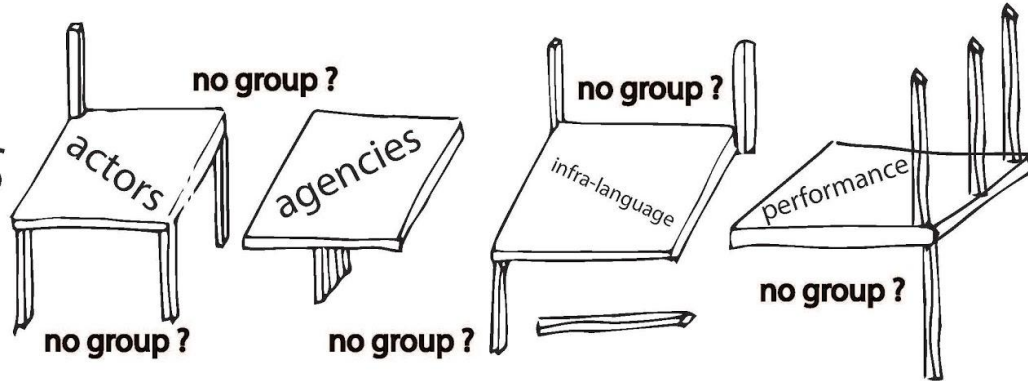
SOLUTION

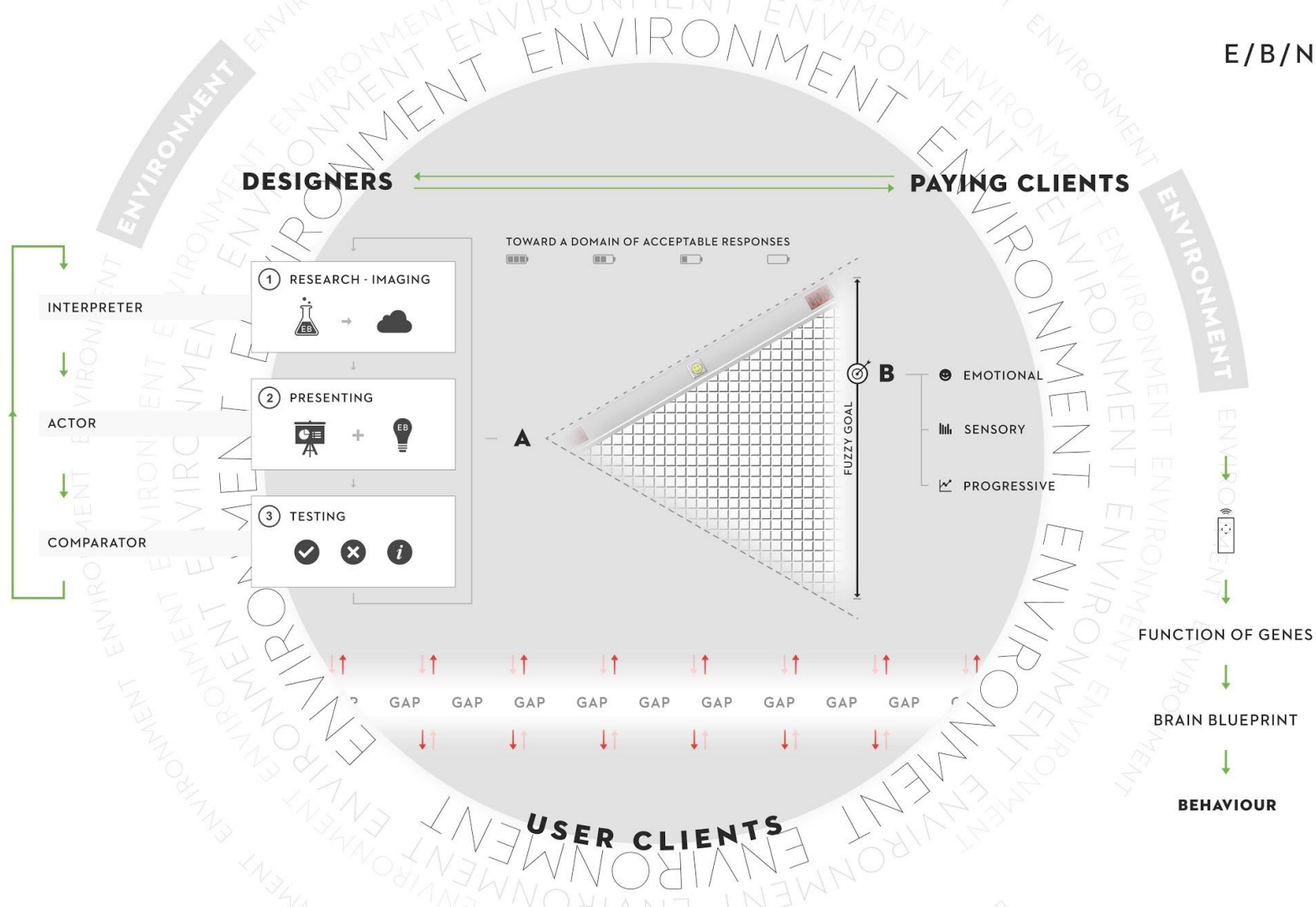
QUESTION

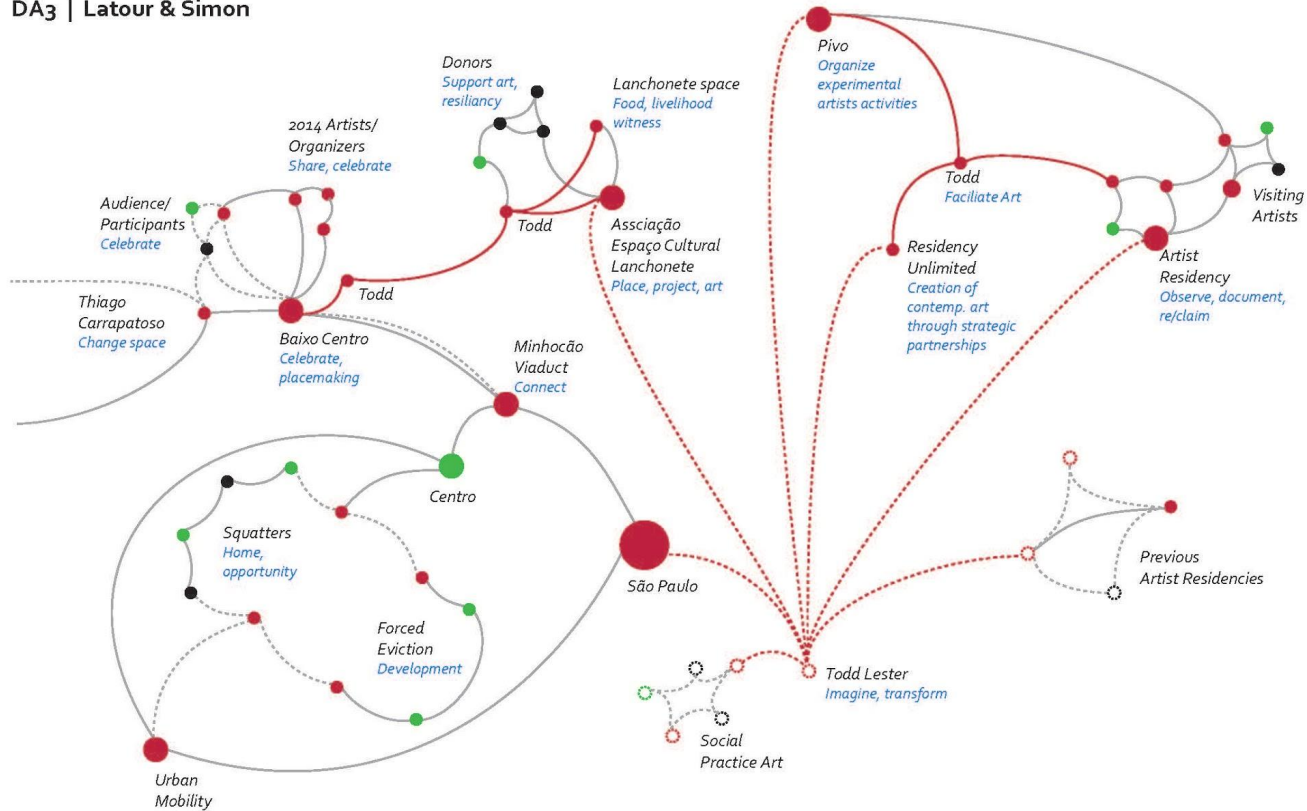
SOCIOLOGY OF THE ASSOCIATIONS



SOCIAL FORCES
WHAT IF?





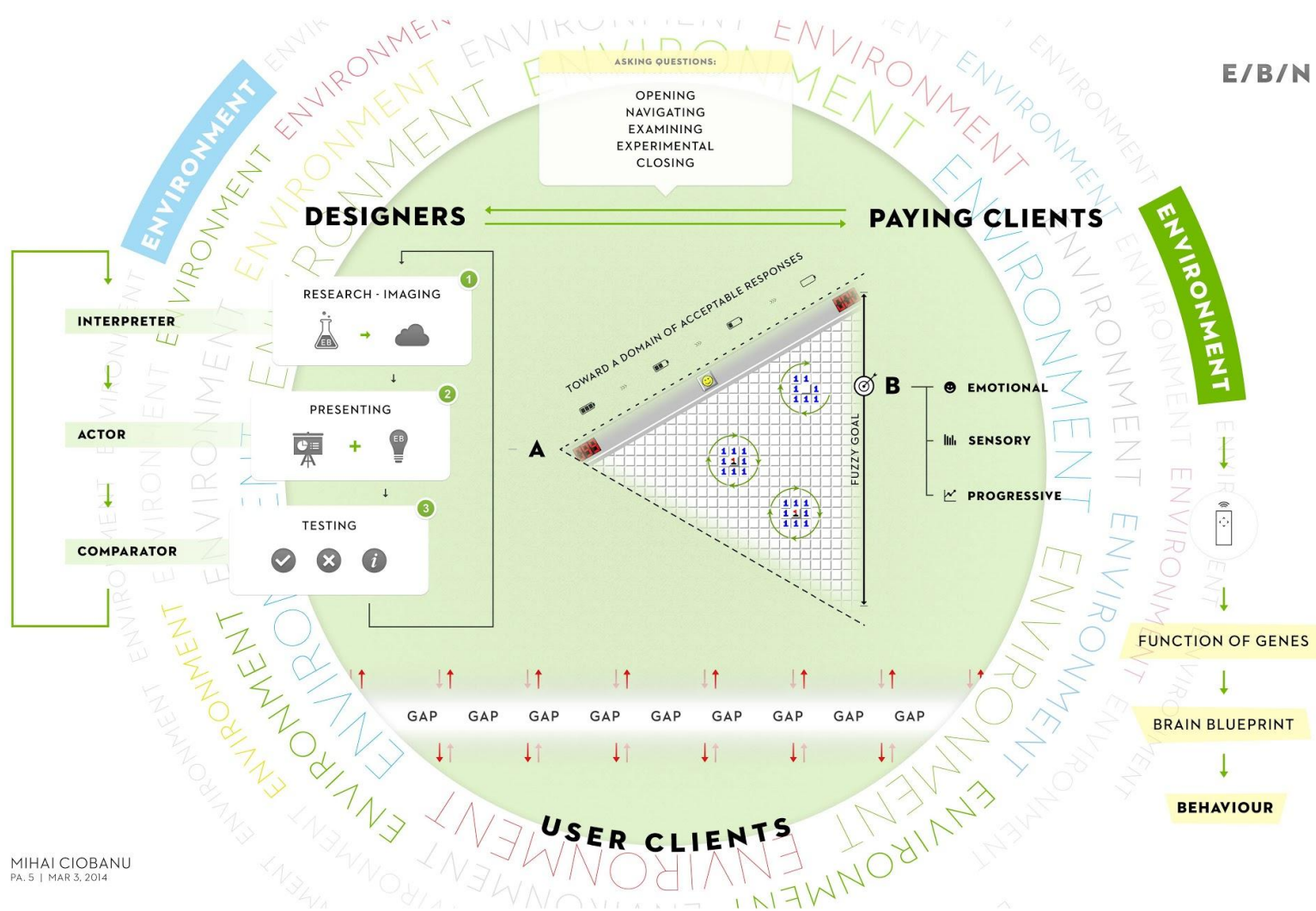


Key

- Mediator
- Intermediary

"Follow the actors' own ways and begin our travels by the traces left behind their activity of forming and dismantling groups."







LANCHONETE.ORG

**A RECIPE
FOR SOCIAL
INNOVATION**



FOOD JUSTICE



SAO PAULO

Associação Espaço
Cultural LANCHONETE



YOUTH MOVEMENT



Lanchonete
RESTAURANT

ART
Residency



ARTS & CULTURE



SAO PAULO
COMMUNITY



LANCHONETE
TEAM



PROJECT
PARTNERSHIPS



PLACEMAKING

NUTRITION FACTS

100%

Nutrition Facts

Associação Espaço
Cultural LANCHONETE

Transparency 100%

Inclusiveness 100%

% Human Values

Art World 25%

Food Justice 25%

Urban Mobility 25%

Forced Eviction 25%

Total 100%

*Percent Social Values based on a new
social innovation recipe.

SAO PAULO

FOOD JUSTICE

ARTS & CULTURE

YOUTH MOVEMENT

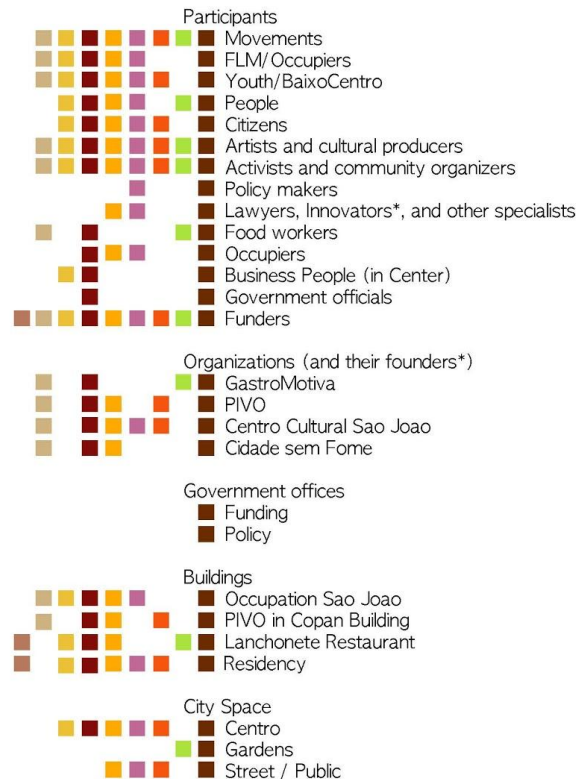
PLACEMAKING

COMMUNITY

LANCHONETE TEAM

PARTNERSHIPS

Associação Espaço
Cultural LANCHONETE



Lenções is a place and a project. The overall project lasts five years, and consists of two phases, lasting two-and-a-half years each. The first phase, building a platform of support and solidarity, is necessary to inhabiting a physical Lenções during the second phase.

artists-in-residence will live in a suite of adjacent apartments for periods of four months each, four at a time. Local artists and cultural organizers will join the project through residency and publications activities co-produced with PIVO and space in the bottom of the historic Cohen Building. The lunchette, residency apartments and PIVO form a triangle of urban space. This urban corridor is the space of the Lunchette artist-in-residency, with the restaurant serving as the nucleus (or powder source) of the project.

the major cities of the world move to a contested space for a variety of reasons (to resist to urban migration, immigration, forced mobility, traffic jams, beautification projects, and the exorbitant prices paid for convenience) and because those institutions, groups and people with the most agency and means get priority access to prime real estate, a simple question must be asked: Can diverse neighborhoods last and survive near epicentres of capital?

If artists are empowered to innovate on a large enough scale to interrupt the status quo, what would that look like?

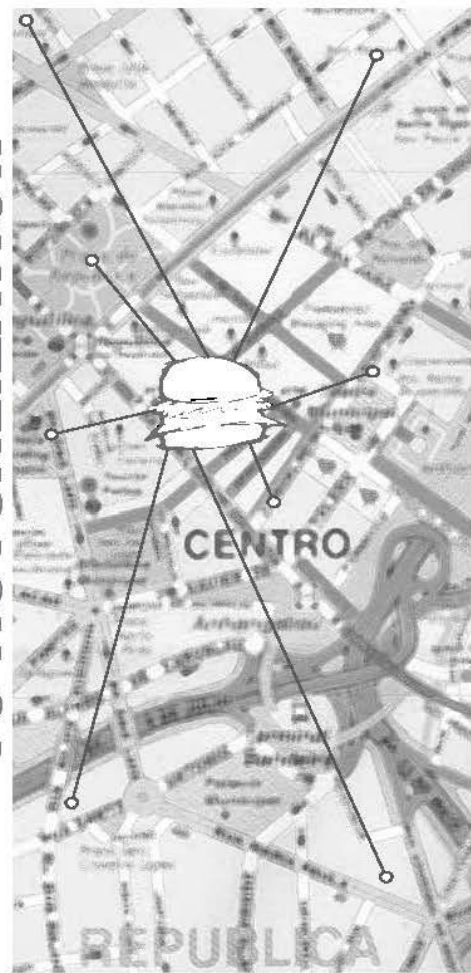
TO COLLABORATION



FROM PEOPLE

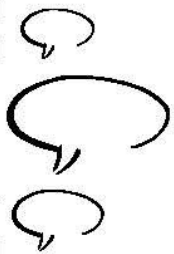
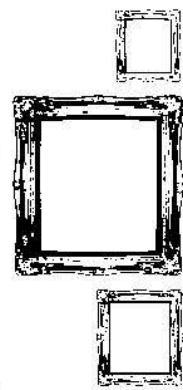
TO ACTUALIZATION

FROM CONNECTIONS

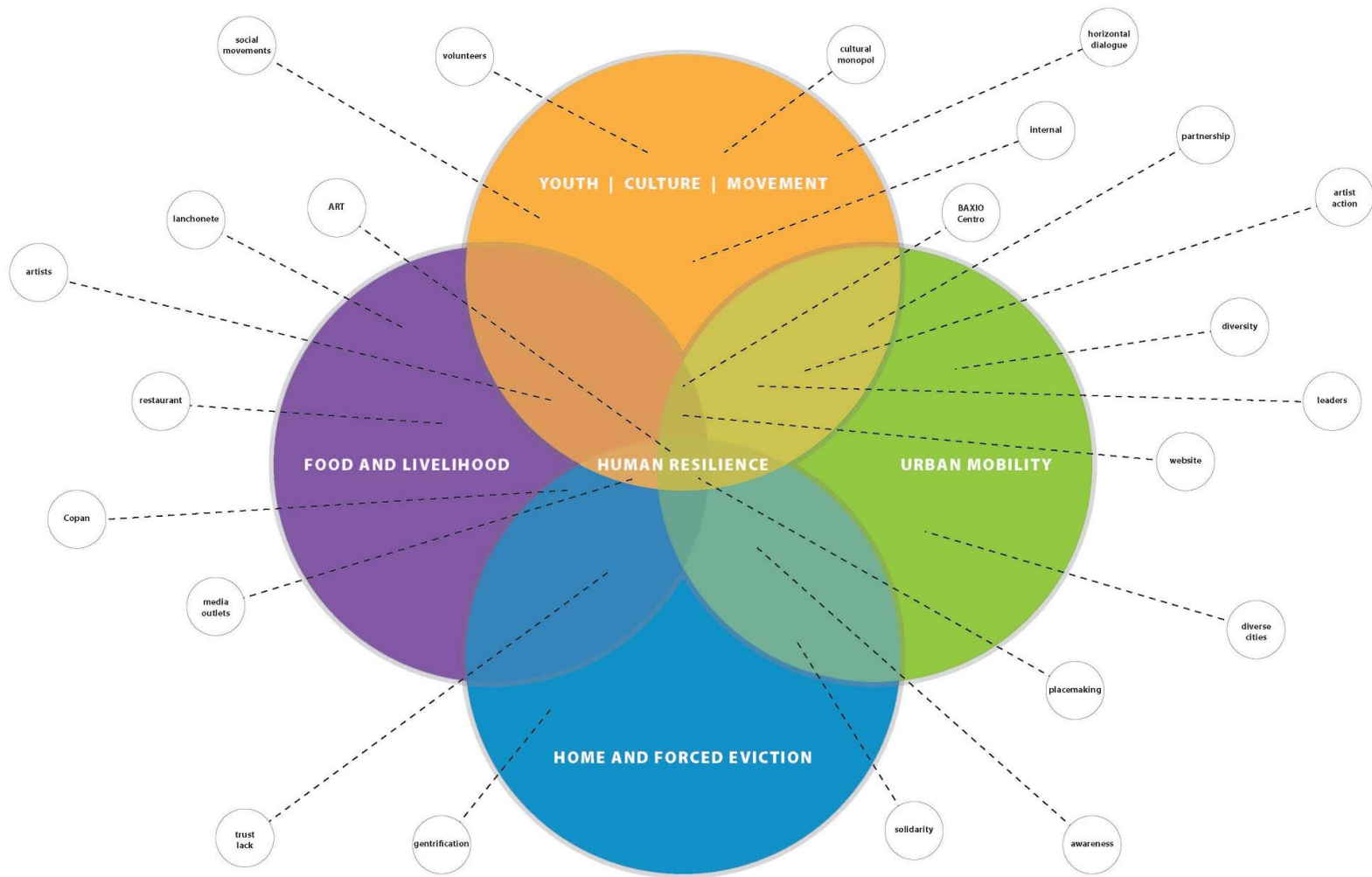


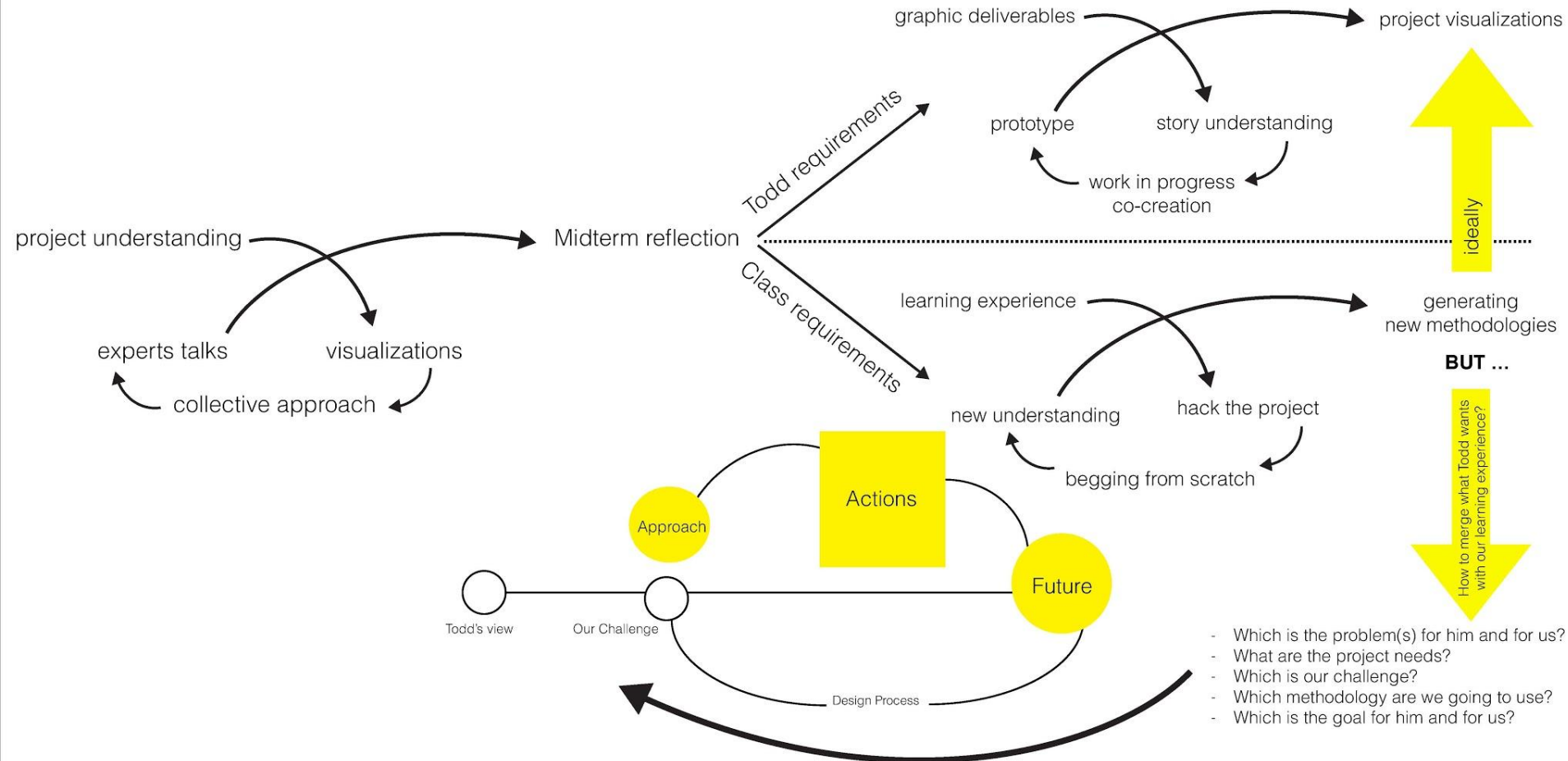
TO SUSTAINING IMPACT

FROM DOCUMENTATION



TO THE FUTURE







IDEAS GOALS ACTIONS



Vote on the 15 most important notes by clicking and dragging your vote dots and place them on top of the notes. Save this illustrator file and email it back to me (Brian).

Don't make extra dots. Look closely at all of the notes and think hard on what is most important to this project.

KEY

Meta Grouping



Major Grouping (3+)



Minor Grouping (2)



Observations

What you will notice as a result of this exercise is that you value a distinct mix of ideas, goals, and actions as the primary project priorities. Not one type dominated over another. Even more fascinating is how the distribution of them occurs such that actions are paired with goals, goals with ideas, ideas with actions. There aren't necessarily co-locations of ideas alone, actions alone, or goals alone. For example, the major grouping of "brand strategies" aligns with the actions "create a project charter" and "platform for people to engage." Typically a brand strategy might gravitate towards visual identity, but in this case brand strategy for lanchonete is about firming up the project mission through a charter and creating a platform for people to interact with the project. There are other fascinating alignments that you've produced in this exercise - the "relationship between the city and the initiative" could be achieved through "disrupt[ing] class system;" and the "key to community engage[ment]" is possibly "be[ing] transparent." What others do you see? Are these alignments legitimate or coincidental? How might these alignments direct your work and fuel opportunities for innovation?

Eixample Barcelona

Partnering with Gov't to Rebrand a Neighborhood in Barcelona

Students: Monica Bilak, Paige Gildner, Stephen Henderson, Karen Jackson, Ogannaya Kalu, Penny Komarakulnanakorn, Cecilia Marquez, Jeffrey Mayers, Kristina Pacheco, Jonathan Rewers, Tatiana Soldatova, Esther Younan
Faculty: Cecilia Tham

PGDM 5200 - Integrative Studio 1

Hacking the City

From a toolkit to Zona 11, Barcelona

School of Design Strategies

Strategic Design and Management Program

Monica Bilak, Paige Gildner, Stephen Henderson, Karen Jackson, Ogonnaya Kalu,
Penny Komarakulnanakorn, Cecilia Marquez, Jeffrey Mayers, Kristina Pacheco,
Jonathan Rewers, Tatiana Soldatova, Esther Younan.

Faculty: Cecilia Tham

**PARSONS
THE NEW
SCHOOL
FOR
DESIGN**

In the City.....

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FOR
DESIGN**



How do you use design to reinvent public private partnerships, create innovation, improve business as well as public policy making?



**THE PROJECT'S PURPOSE IS TO INVIGORATE
NEIGHBORHOOD PASSION, ENERGY AND PRIDE**

ASSESS	DESIGN	IMPLEMENT
current lifestyle dimensions in and around the eixample neighborhood above arc de triomf	strategies toward creating a vibrant, economically-strong neighborhood with a clear identity	action plans and tactical recommendations to bring neighborhood vision to life

OBJECTIVES

re-brand + revitalize eixample

create a strong local community

eixample as the creative district

position barcelona globally

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Barcelona, Spain

- Engaged project partners 15x2 and Barcelona OPEE
- Interviewed neighborhords
- Researched background, history and demographics

New York Case Studies:

- Dumbo, Brooklyn
- Financial District/Wall Street
- Meatpacking District & Chelsea
- Chinatown/Little Italy/SOHO

Taking the best ideas NYC had to offer

Creating Hackable Cities

Designing a guided path around stakeholders

- **First** - introduce concepts, common language, baselines
- **Next** - getting started, setting expectations
- **Finally** - process: inquiry, discovery, field research, assessment, engagement, outputs and design action

Development of the storyline was iterative

- Inspiration = Public Policy Lab's process/doc for school choice
- Method = re-casting that story/process to fit our design problem
- Goal = engage the user! create a cohesive message + connectivity in the process for the user

Looked at various neighborhood examples/case studies

- New York: Meatpacking, Dumbo, Wall Street
- Identified common themes for success
- Profiled the users/people who were responsible

Noted common characteristics were the following:

- Always started with a small group of passionate people!
- Large open pathways
- Straight facades of old industrial buildings
- Landmark Notes = Sense of District

The district is a complex system of intellect, emotion and senses.

HACKABLE CITIES: A TOOLKIT FOR RE-IMAGINING YOUR NEIGHBORHOOD

Creating a Strong Identity + Strong Community

ABOUT THIS TOOLKIT

Developed by an international group of graduate students at The New School of Design Strategies at Parsons NYC, New York and guided by our facilitator Cecilia Tham, this toolkit is the result of extensive research and fieldwork intended to address the lack of identity in a neighborhood. Hackable Cities is designed as a step-by-step design-led process to help people in neighborhoods and communities across the globe re-imagine their local communities, re-invigorate their neighborhoods, protect what is important to them, and empower them to make the changes they desire.

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FOR
DESIGN**

ARE YOU A...

**NEIGHBORHOOD
RESIDENT**

*You Live There and Want to
Make Things Better.*

**CIVIC ACTIVIST/
PRESERVATIONIST**

*You Care About What's There
and Want Others to Know It.*

**LOCAL BUSINESS
OWNER**

*You Want People to Stay, Play
and Spend.*

**GOVERNMENT
OFFICIAL**

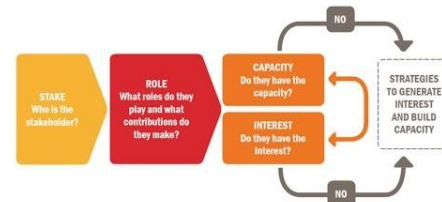
*You Want People There to Live,
Play, Spend and Work.*

10

Synthesize Through Role Balancing

Understanding the priorities of your project is an essential step before prioritizing participant groups. Use those set priorities to create a chart.

A key outcome in utilizing people data is that it will help inform you as to how to balance everyone's roles in the process. After people and their interests are identified, each group's influence and priorities must be analyzed and ranked according to how they pertain to the project. While minimizing conflict is desirable, it may not always be possible to satisfy the needs and/or demands of all groups. The needs of groups with a strong influence on the findings or final outcome of a project should be weighted most heavily.



ROLE

Describes the function or part being played by people in your environment.

Eixample

Design Proposal & Strategy

Reinventing the Neighborhood Experience
Promoting Economic Growth



PARSONS THE NEW SCHOOL FOR DESIGN

Eixample = Zona 11

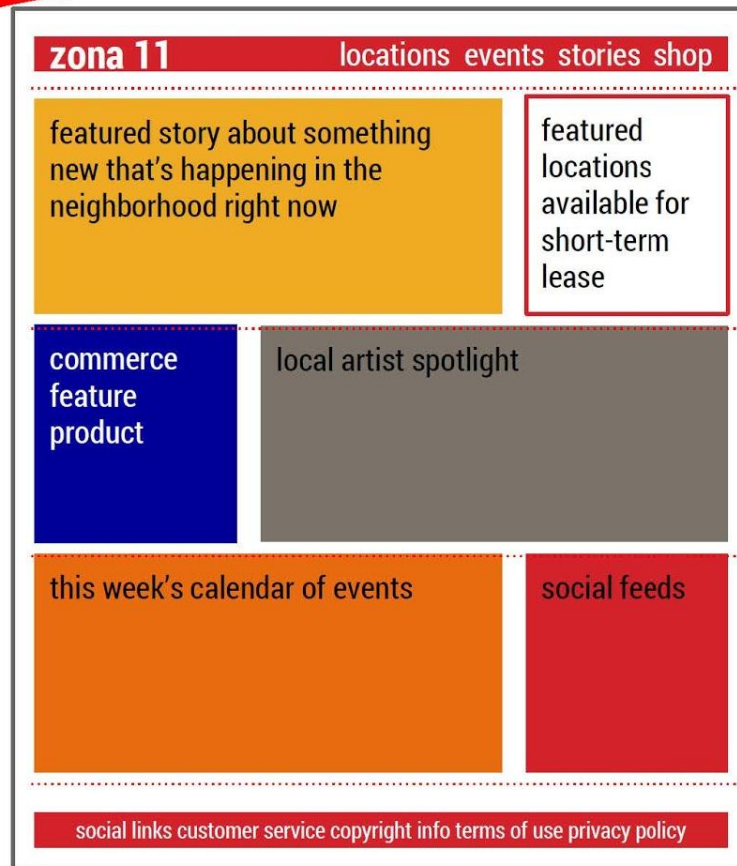
- Design Proposal & Strategy
- The project:
 1. Improve Image
 2. Improve Industry and Commerce
 3. Create Networks/Improve Communication
 4. Make People Happier

PROTOTYPE

HOMEPAGE WIREFRAME

visual design of the home page will be based on modular "story panels"

these story panels allow flexibility in the types of stories to be told and easy management of content



header
links to top-level site categories

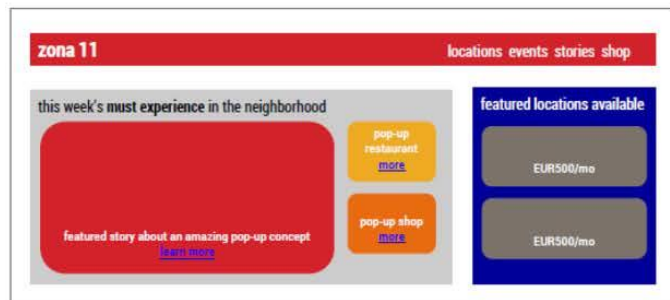
pop-up story panel
tell the story of the most important thing that's happening now and what spaces are available to lease

commercial story panel
tell the story of local artists and promote sales of their goods

events & info story panel
tell the story of everything that's happening in eixample right now

footer
links to ancillary pages

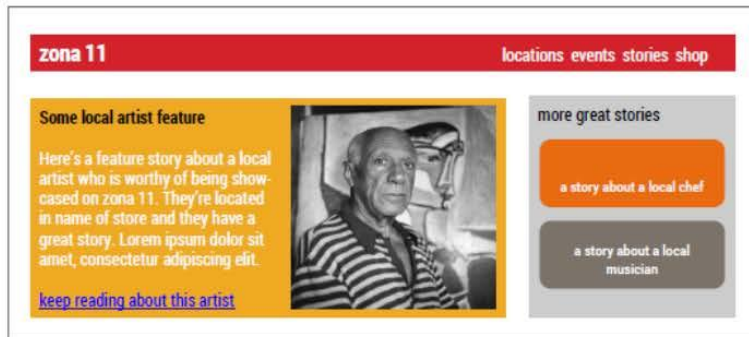
● ● **PROTOTYPE: home page** (promoting current pop-up experiences most prominently)



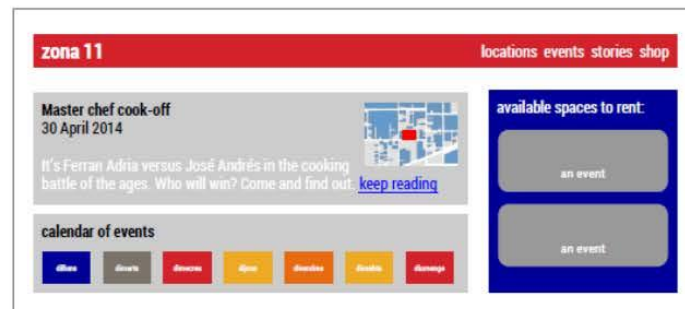
● ● **PROTOTYPE: locations landing page**



● ● **PROTOTYPE: stories landing page**



● ● **PROTOTYPE: events landing page**



Zona 11 - Barcelona

- Neighborhood in Eixample
- Digital Strategy
- Prototype Website

People
Connections
Passion
Place

Midterm - Hackable Cities

- Synthesis: NYC
- U.S. Cities Case Study
- Hackable Cities Toolkit

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Learning Scrum

- Scrum Process
- Tools (Stormbord, Kerika)

Studio Intensive Week

- Introducing Eixample, Barcelona
- NYC Case Studies