

Personal Project Brief – IDE Master Graduation Project

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PROJECT TITLE, INTRODUCTION, PROBLEM DEFINITION and ASSIGNMENT

Complete all fields, keep information clear, specific and concise

Project title Building resilience: helping modern museums make decisions in the face of adversity

Please state the title of your graduation project (above). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

Introduction

Describe the context of your project here; What is the domain in which your project takes place? Who are the main stakeholders and what interests are at stake? Describe the opportunities (and limitations) in this domain to better serve the stakeholder interests. (max 250 words)

The COVID period has shown that Dutch museums, especially the smaller ones, are not built with resilience in mind. During the COVID pandemic, especially in 2020 and 2021, they were either (partially) closed or had strict rules on how many visitors were allowed, severely impacting their revenue. They were only able to make it through this period by means of financial help from the government. In 2022, museums were still recovering from the financial losses from the previous years.

With the increasing inflation and the new government announcing plans to cut spending on culture and bring taxes for the culture sector up from 9% to 21%, things are not looking good. Unless they find ways to innovate, museums will have to increase prices to stay financially stable. Now is the time for museums to work on their resilience and make plans for when things go south.

Since small museums seem to be impacted the most by sudden setbacks, I would like to focus on these. Since a lot of different types of museums exist (natural history, history, science, etc.), all attracting their own customer base, I will only focus on one type of museum, in the region of The Hague. I have chosen this region because the city of The Hague offers a broad variety of museums. The type of museum I've decided to investigate is the art museum, as The Hague offers a variety of types of art museums as well.

introduction (continued): space for images

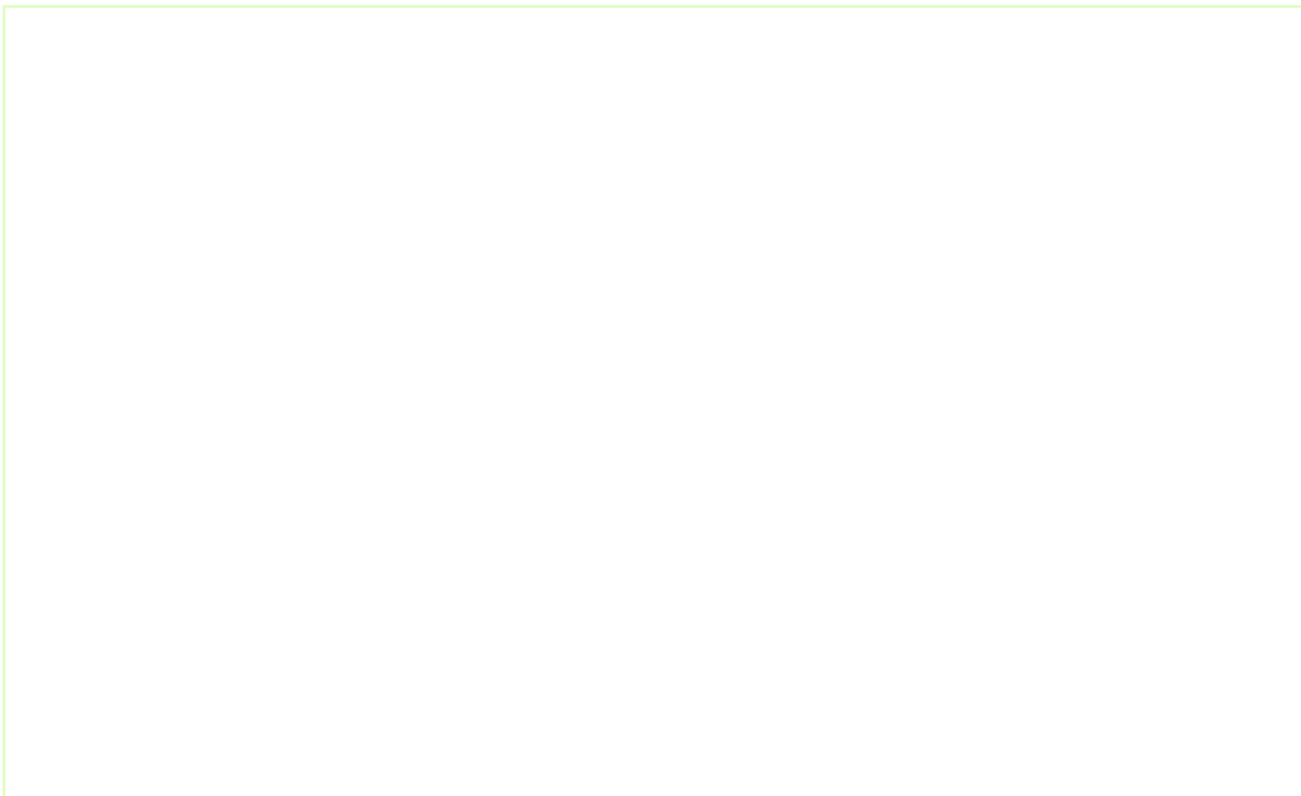


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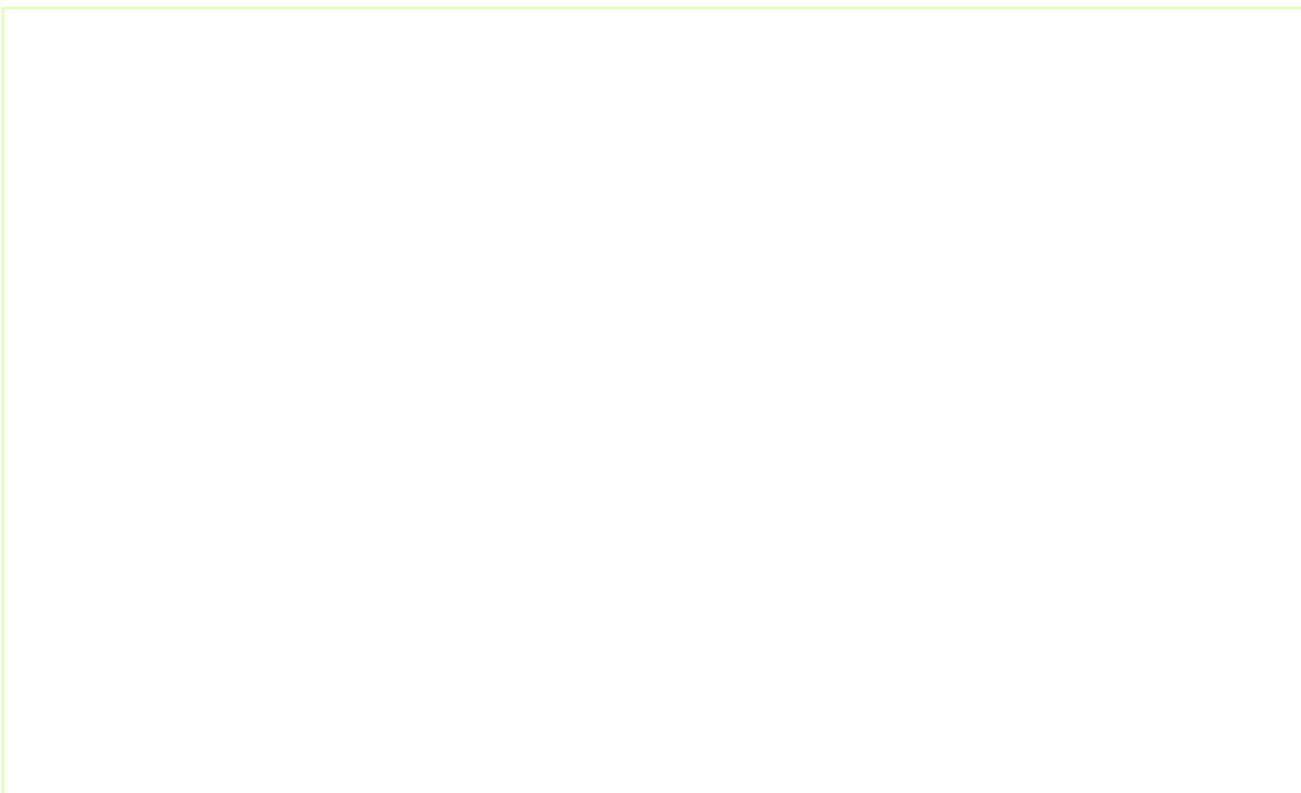


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Problem Definition

*What problem do you want to solve in the context described in the introduction, and within the available time frame of 100 working days? (= Master Graduation Project of 30 EC). What opportunities do you see to create added value for the described stakeholders? Substantiate your choice.
(max 200 words)*

The COVID period has shown that Dutch museums, especially the smaller ones, are not built with resilience in mind. In order to help the cultural sector, the government offered two support packages in 2020 of €300 million and €482 million. Had museums not received this support, many of them would not have made it through.

The current government plans to cut subsidies. A second measure of raising VAT rates from 9% to 21% has also been announced, although it is yet unclear whether this applies to all museum activities. Initial calculations by advocacy organization Kunsten '92 show a decrease in revenue on total visitor income of 3.3% or €9.58 million euros compared to 2022 as a result of higher tax rates alone.

These are just two of the most recent setbacks that the sector has had to face. Both of which it was not prepared for.

With new setbacks on the horizon, including lower subsidies, higher tax rates and inflation, museums will need to work on their crisis management. By working on their resilience, or by making sure they can more easily shift their income, expenses and assets around, it will be easier to navigate these setbacks once they arrive.

Assignment

*This is the most important part of the project brief because it will give a clear direction of what you are heading for. Formulate an assignment to yourself regarding what you expect to deliver as result at the end of your project. (1 sentence)
As you graduate as an industrial design engineer, your assignment will start with a verb (Design/Investigate/Validate/Create), and you may use the green text format:*

Develop a solution for a small art museum in The Hague that can help them make decisions on how to shift their income, expenses and assets when faced with (sudden) setbacks.

Then explain your project approach to carrying out your graduation project and what research and design methods you plan to use to generate your design solution (max 150 words)

I will start by researching small art museums in The Hague, understanding how they operate, what activities they organize, and the challenges they face. From there, I'll choose one, or a combination, to focus on.

Next, I'll look broader at similar museums to see if they operate differently. I also want to explore what visitors expect from this type of museum, whether they visit regularly, and how they engage with offsite content.

Using this information I will define the museum's operations and analyze its strengths and weaknesses, finally leading to a problem definition.

By examining museum trends, potential setbacks, and the challenges I uncovered during my research, I aim to develop a vision for how museums can be more resilient in the future. This will lead to ideating potential steps, both by myself and with museum stakeholders, that can guide museums in making decisions during crises to ensure responsiveness.

Project planning and key moments

To make visible how you plan to spend your time, you must make a planning for the full project. You are advised to use a Gantt chart format to show the different phases of your project, deliverables you have in mind, meetings and in-between deadlines. Keep in mind that all activities should fit within the given run time of 100 working days. Your planning should include a **kick-off meeting**, **mid-term evaluation meeting**, **green light meeting** and **graduation ceremony**. Please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any (for instance because of holidays or parallel course activities).

Make sure to attach the full plan to this project brief.
The four key moment dates must be filled in below

Kick off meeting 18 Sep 2024

Mid-term evaluation 28 Nov 2024

Green light meeting 30 Jan 2025

Graduation ceremony 28 Feb 2025

In exceptional cases (part of) the Graduation Project may need to be scheduled part-time. Indicate here if such applies to your project

Part of project scheduled part-time	<input checked="" type="checkbox"/>
For how many project weeks	24
Number of project days per week	4,0

Comments:

Motivation and personal ambitions

Explain why you wish to start this project, what competencies you want to prove or develop (e.g. competencies acquired in your MSc programme, electives, extra-curricular activities or other).

Optionally, describe whether you have some personal learning ambitions which you explicitly want to address in this project, on top of the learning objectives of the Graduation Project itself. You might think of e.g. acquiring in depth knowledge on a specific subject, broadening your competencies or experimenting with a specific tool or methodology. Personal learning ambitions are limited to a maximum number of five.

(200 words max)

I think the subject of my project is relevant now and will be in the future. Budget cuts seem to be a recurring theme and new setbacks are always lurking for this sector.

Something I would like to improve upon is conducting interviews. I have followed an IDE Academy on this, but have gained limited practical experience during my academic career. This also applies to creating transcripts and analyzing these.

I want to prepare and execute codesign sessions, which is again something I have only done in a training context.

I have a personal ambition to make and follow a rigid schedule. I work the most efficiently when I have set specific tasks for myself, but planning these is something I often struggle with.

Another ambition, which is ultimately this project's ultimate goal, is to learn how to better prepare myself, or in this case, someone else, for potential setbacks. I believe this is something I could benefit from in my personal life as well.