**The Museum of Modern Art (MoMa) Project Charter**

GENERAL PROJECT INFORMATION

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| PROJECT NAME | | | PROJECT MANAGER | PROJECT SPONSOR |
| TripAdvisor Review Analysis | | | [Dore Murphy](https://www.moma.org/about/senior-staff/dore-murphy) | [James Gara](https://www.moma.org/about/senior-staff/james-gara) |
| EMAIL | | PHONE | ORGANIZATIONAL UNIT(S) | |
| data@moma.org | | + 1 212-708-9400 | Information Technology, Curatorial Affairs, Marketing, Museum Operations | |
| GREEN BELTS ASSIGNED |  |  | EXPECTED START DATE | EXPECTED COMPLETION DATE |
| Anika Asher (Data Processing) | | | 02/25/2025 | 05/21/2025 |
| BLACK BELTS ASSIGNED |  |  | EXPECTED REVENUE GROWTH | ESTIMATED COSTS |
| Turakhujaev Khumoyun (Implementation), Yifei Zhang (Machine Learning) | | | $2.52 M | $120 K |

PROJECT OVERVIEW

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| PROBLEM  OR ISSUE | Our goal for this project is to scrape and analyze 18,000 instances of visitor feedback from TripAdvisor to reveal areas of improvement for the museum experience. |
| PURPOSE OF PROJECT | Implementation of this project will give the MoMa quarterly updates on visitor satisfaction. This will provide key insights primarily to three departments:   1. Curatorial Department - direction for planning special exhibitions 2. Marketing - correlations between museum visitors’ demographics and their museum experience to provide insights into the Marketing Department 3. Operations – visitors’ pain points during the ticket purchasing and museum entry process |
| BUSINESS CASE | The MoMa currently receives feedback from guests through a [digital form](https://form.asana.com/?k=7XZulz2zbawtBiylJ4mlLg&d=12128161175456) that is difficult to access from the website. The form only has three types of requests one can submit (“submit a feature request,” “report a bug or an issue,” and “provide feedback”). These limitations and lack of accessibility of the digital form make it difficult for the museum to extract meaningful insights. On the other hand, TripAdvisor is an abundant source of user-generated data. Use of NLP machine learning models will allow us to determine visitor satisfaction regarding the museum’s operations, exhibitions, and user experience. |
| GOALS / METRICS | KPIs: Ticket sales (revenue growth), Waiting times (operational efficiency), and guest satisfaction (TripAdvisor ratings). By implementing insights gained from this project, we aim to increase ticket sales by 3% over the span of one year, increasing revenue by $2.52 million. |
| EXPECTED DELIVERABLES | 1. Project report summarizing initial findings and recommendations for the three departments involved in the project. 2. Dashboard which automatically scrapes TripAdvisor quarterly and analyzes reviews to track changes in visitor satisfaction. |

PROJECT SCOPE

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| WITHIN SCOPE | Internal MoMa consultants will develop a machine learning algorithm to process raw data scraped from TripAdvisor. The algorithm will conduct feature and sentiment analysis on the scraped data which will be used to publish an initial report on the current state of the MoMa guest experience. Finally, we will develop an automated dashboard to continually update results quarterly to track improvement over the next five years. The dashboard will be maintained over that period. |
| OUTSIDE OF SCOPE | The team is not responsible for implementing solutions to recommendations given in the report and/or the automated dashboard. |

TENTATIVE SCHEDULE

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| **KEY MILESTONE** | **START** | **FINISH** |
| Form Project Team / Preliminary Review / Scope | 02/18/2025 | 02/25/2025 |
| Finalize Project Plan / Charter / Kick Off | 02/25/2025 | 03/04/2025 |
| Define Phase | 03/04/2025 | 03/07/2025 |
| Measurement Phase | 03/07/2025 | 03/11/2025 |
| Analysis Phase | 03/11/2025 | 03/25/2025 |
| Improvement Phase | 03/25/2025 | 04/08/2025 |
| Implementation Phase | 04/08/2025 | 04/22/2025 |
| Project Summary Report and Close Out | 04/22/2025 | 05/06/2025 |

RESOURCES

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| PROJECT TEAM | Yifei Zhang – Machine Learning Engineer Anika Asher – Data Analyst Turakhujaev Khumoyun – Implementation Engineer |  |
| SUPPORT RESOURCES | Information Technology, Operations | |
| SPECIAL NEEDS | TBD | |

COSTS

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| **COST TYPE** | **VENDOR / LABOR NAMES** | | **RATE** | **QTY** | **AMOUNT** |
| **Labor** | MoMa Data Engineers (hourly wage) | | $75.00 | 1400 | $105,000.00 |
| **Resources** | Github, R, VScode | | TBD | 1 | TBD |
|  |  |  | TOTAL COSTS | | $105000.00 |

BENEFITS AND CUSTOMERS

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| PROCESS OWNER | Dore Murphy - Project Manager | | | | |
| KEY STAKEHOLDERS | [Paola Antonelli](https://www.moma.org/about/senior-staff/paola-antonelli) (Senior Curator), [Dennis Rosario](https://www.moma.org/about/senior-staff/dennis-rosario) (Director of Retail Stores and Visitor Experience) | | | | |
| FINAL CUSTOMER | The Museum of Modern Art in NYC – Curatorial, Marketing, and Operation Departments | | | | |
| EXPECTED BENEFITS | This project will allow for automated feature extraction from raw customer-generated data posted on TripAdvisor. This will streamline and automate the MoMa’s use of guest feedback, which we estimate will result in a 3% increase in ticket sales ($2.52 M increase in revenue) and a decrease in costs of $20,000 due to better decision making and higher productivity. | | | | |
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| **TYPE OF BENEFIT** | **BASIS OF ESTIMATE** | | | | **ESTIMATED BENEFIT AMOUNT** |
| **Enhanced Revenues** | 3% increase in ticket sales | | | | $2,520,000.00 |
| **Higher Productivity (Soft)** | Project management's estimations | | | | $5,000.00 |
| **Better Decision Making** | Project management's estimations | | | | $15,000.00 |
|  |  |  | TOTAL BENEFIT | | $2,570,000.00 |

RISKS, CONSTRAINTS, AND ASSUMPTIONS

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| RISKS | * TripAdvisor data could be unusable, even after extensive cleaning. * Relevant departments may not implement insights provided by the model, which would mitigate any benefits provided by this project. * TripAdvisor could lose popularity as a platform to post tourist reviews, eliminating it as a reliable source of data in the future. | | | | | |
| CONSTRAINTS | * 12-week time frame * 16 GB memory limitation to run and tune model * Lack of experience with MLOps and DevOps | | | | | |
| ASSUMPTIONS | * We will use github for version control and implement/automate a dashboard * Personnel from the Operations Department will be able to provide feedback throughout the project lifespan | | | | | |
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|  | |  |  |  |  |  |
| PREPARED BY | | TITLE | | | | DATE |
| Anika Asher | | Data Analyst | | | | 03/03/2025 |