Eixample

Design Proposal & Strategy

Reinventing the Neighborhood Experience
Promoting Economic Growth

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Design Profile

About Eixample

The word "Eixample" in Catalan literally means 'the extension'. The neighborhood has historically been the connection between the old city center to the nearby small towns which later become the larger city of Barcelona. The greater Eixample District has the largest and most diversified economy of the city and its trade accounts for a third of the economic activities of Barcelona.

The population is approximately 275,000 (266,874, 2009 Census) and the total area amounts to approximately 7.48 square kilometers. Eixample as a whole contains five identified neighborhoods including: L'Antiga Esquerra de l'Eixample, La Nova Esquerra de l'Eixample Dreta de l'Eixample, Fort Pienc, Sagrada Família and Sant Antoni. The project area is the right edge of the district; just a 9 min walk to the city center of Plaza Catalonia. It was the home of the textile industry which later was taken over by the import/export industry.

About the Office of Economic Promotion of Eixample (OPEE)

In October 2013, the City Government of Barcelona created the Office of Economic Promotion of Eixample (OPEE) in order to promote, coordinate and consolidate activities to promote economic and social development of the districts of Eixample, within the City of Barcelona. The mission of the office is to improve social and economic conditions and to rebrand and strengthen the identity of the neighborhoods of Eixample.

15x2

<placeholder>

Stakeholder Interviews

What do you think is most necessary for the economic development of the district?

"Channels of communication and visibility of companies and sectors concerning the city. To publicize the activities carried out."

"Attach it to a neighborhood activity, whether cultural, economic.Fill it with content and identify it with a specific type of activity."

How do you think a website can help you achieve these needs?

"Content generation and flow of visitors with the opportunity to learn from one of the neighborhood organizations know each other well."

"It should be time to give identity to a space. And even more to redefine the identity of a place."

What do you think are the most useful components to ensure that other members of the community involved in the project?

"Communicating is an open source project with real activity (agenda), and a small space for each company to explain what it does".

"Let them see that it is beneficial to all. Also for them."

Know any website or tool that we could use computer resource or taken as a model in our project?

Design Problem

Design Need

The OPEE desires to help to build a strategy for creating a strong identity in Eixample with the following objectives in mind:

- To create a tourism plan for the area;
- To increase employment, especially among youth;
- To promote social entrepreneurship and corporate social responsibility;
- To promote local commerce and businesses, as well as local consumption, and
- To promote collaboration and create networks of local and international communities.

Project Goals and Objectives

The purpose of this project is to assess the current lifestyle dimensions in and around the Eixample neighborhood above the Arc de Trio, design strategies for creating a vibrant, economically-strong neighborhood with a clear identity, and develop an action plan and tactical recommendations to bring the neighborhood vision to life.

The overall objectives of the project are:

- Create a recognized identity and revitalize this portion of Eixample;
- Create and foster a strong local community and build networks;
- Transform Eixample into a creative district, and
- Position Barcelona *AND* Eixample locally and globally.

project purpose = passion, energy + 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

Design Project/Brief

Project Proposal - A Digital Strategy
In order fill the various needs identified and meet the project goals and objectives, a core component of this project will be to create a *digital strategy*. In most cases, a digital strategy should encompass: mobile, social media, email, digital marketing and a website. Based on initial feedback the first phase of implementation will focus on the development of a website. The website as planned will serve as a cornerstone in the process of creating a neighborhood identity and a long term strategy that will keep the identity alive.

The baseline of a digital strategy includes a focus on policies, priorities and people. For example, when it comes to people, who makes decisions about elements and who does the work? When it comes to policies the question is what is acceptable and unacceptable, how will conflict be resolved? Finally, the priorities help support a rapid decision making process, with the first two priorities being the overall business objectives and target audience.

The emphasis of the digital strategy should focus on immediate issues that need addressing. What are the most urgent areas where work needs to be done? These urgent areas require immediate actions with detail about how they can be tackled.

Design Parameters - A Preliminary Roadmap
The immediate issues and parameters of the digital strategy are reflected below. These will be the primary focus areas of the proposed digital strategy.

1. **Economic**
   Develop new revenue streams while the website achieves financial self-sustainability

2. **Image**
   Deliver a platform which rebrands and revitalizes the appeal of the neighborhood

3. **Communication**
   Create a means for sharing information among groups both within the neighborhood and also globally

4. **Industry**
   Attract new business initiatives in the sectors of innovation, technology, creativity and entrepreneurship

5. **Happiness**
   Invigorate the neighborhood residents with new passion and sentiment

Design Strategy
The proposed design strategies are meant to ensure that all parties have a common understanding of what interactions will need to take place in order to address user needs and goals of the project.

To ensure that the website is **economically viable,** the following steps should be taken.

- *Determine the total **user bas**e~* the user for the website needs to be clearly identified. The current assumption is that it includes both internal and external users. Assessing the users needs, the amount of users that could provide revenues, and the scale of which revenues could be drawn will determine the actual

potential for revenue within each group.

- *Determine the ultimate owner of the website* ~ determining the ultimate "owner"will assist in devising what offerings can be made to users ~ an example of the "ultimate" owner is a single business. That business can provide discounts, free product days, or other offerings that will result in the user choosing to return to the site to minimally see the current or a future planned offering.
- Once an ultimate "owner" or group of "owners" is identified a **catalogue of user offerings** can be determined. These offerings would incentivise users to pay for a monthly subscription or other fee-based charge, generating revenue.
- One tactic could be considered is the overall branding of the website. If the ultimate "owner" were community based organizations versus a coalition of businesses. The offering to users of the site could be **branded material** (t-shirts, coffee mugs, etc..) This offering assumes that there is already initial investment and stock in a brand.
- Another tactic that could ensure the economically sustainability of the website could be **supported through information**, which is a common offering.
- Using a "membership" fee, **a charge could be placed on member organizations** (such as a neighborhood association or business association) with each participating entity contributing a certain amount. This would allow benefit in the amount of recognition a business receives through the site, as well ability to reach overall users. A discounted charge could be applied to the "members" if they were willing to provide offerings to site users, who in turn may or may not pay a fee in this scenario.

To develop a clear *image* of the neighborhood in question, it will be critical to get a sense of the story of the place, and note its unique features that can be brought to light.

- *Document community assets /experiential commodities* ~ architectural features, weather, interesting businesses or unique spaces should be clearly catalogued and noted to determine the specific physical and experiential assets.
- *Get first person stories* ~ interviews with business, community leaders, and people on the street will help develop the story of the neighborhood. Not all feedback will be positive but hone in one on the areas of positive attributes. This will lead to unique discoveries or "news you may not have known," about the neighborhood. An intrinsic nature of people is discovery, so maximizing on "things people did not know," in a positive sense can be an important attractor to the website, even if the initial growth in use is neighborhood residents and businesses themselves.
- In order to use the website as a tool to revitalize, it will be important to **identify "opportunities" for users.** These "opportunities" will result from a comparison of stories or descriptions matched against known experiential commodities. The goal with this strategy is to match those who are looking for an opportunity with those assets that could use further development. This should later lead to new "success stories."

Another goal is to have the website be a means of **global and neighborhood communication**. There are various strategies that support communications and network development between those who live in and participate in the neighborhood and those outside the neighborhood which is essentially, selling the neighborhood to others.

- One of the most common ways to get outsiders interested in the neighborhood is to have various **blogs** provide stories. This supports neighbors and businesses and provides another way to experience the community and build relationships within.
- The most common way to create internal networks is to create a **digital or community board**, where events, news and other "happenings" can be posted by various residents ~ this can either be private, open to only those who live in the neighborhood, or public. The ability for both options is advised, so those within the

existing neighborhood can create new connections.

In any design, a critical component is to consider the people. Since the proposed design strategy is meant to be a reflection of people and place, an important function should be to increase the overall *happiness* of the residents of the neighborhood, by creating that critical sense of image, but also promoting a sense of pride.

- Keeping residents happy will contribute to their active participation and strengthen a sense of belonging to the neighborhood. One way the website can contribute to happiness is by "listening" via collecting resident feedback.
- The focus of happiness should be: leisure time, building strong relationships and a social network, making oneself more economically stable, improving health, energy, and a community connection.
- A critical component of the website should be to *create an internal social network*, allowing neighbors to share stories, needs and create connections around common beliefs and desires.

Proposal/Deliverable

Phase I: Website - Concept

The proposed initial deliverable as part of the digital strategy is a neighborhood based website. The website as conceived is meant to reflect the **ultimate expression** of the neighborhood, infuse new **passion** and **prosperity** while extending the personality of the neighborhood **globally**.

The proposed central concept for the site focuses most directly on solving the most critical neighborhood problem ~ the availability of unused and open commercial spaces.

STRENGTHS & WEAKNESSES

+ Central location + plenty of open/cheap commercial space
+ Neighborhood has strong historical/architectural heritage
- Lack of identity/community + no public meeting spaces
- Lack of participation/communication among stakeholders

OPPORTUNITIES

+ Vacant Storefronts
+ Support: Maker, Geek, and Sci-Fi Movement
+ Build Community Relationships
+ Build Local and International Tourism

Functionality

A first step in implementing the digital strategy is to establish a framework of specific functions that the digital medium should include. The following lists are the recommended functions and information to be provided through the proposed website.

- Communicate among stakeholders
- Support a strong visual identity
- Provide information related to tourism, events and activities
- Enable virtual training space
- Create a presentation space
- Promote young talent
- Recruit economic development leaders

- Commercial merchandise sales
- Translate into three languages (Catalan, Spanish, English)

FOR THE USER'S EXPERIENCE

Tell the stories of the neighborhood while solving the vacant retail space problem
- Simple user interface
- Local stories, events and tourism info woven throughout the experience

Something about newness and commerce
- one
- two

Something about engagement and interaction
- one
- two

prototype

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

airxample	
featured story about something new that's happening in the neighborhood right now	featured locations available for short-term lease
commerce feature product · local artist spotlight	
this week's calendar of events	social feeds
social links customer service copyright info terms of use privacy policy	

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 Layout

zona 11 **NEIGHBORHOOD** 📅   SIGN UP   LOG IN   **LIST YOUR SPACE**

| events | stories | shop | locations | search | |

Creating Community

zona **11**   NEIGHBORHOOD   🗓

SIGN UP   LOG IN   **LIST YOUR SPACE**

| events | stories | shop | locations | **search** |

Maker event

Creating Community

zona **11**   NEIGHBORHOOD   🗓

SIGN UP   LOG IN   **LIST YOUR SPACE**

X

SUMMER MAKER EVENT

Come out to our annual maker event right in the middle of the neighborhood. Bring your kids, friends, and pets. Entertainment is guranteed for all ages.

When: June 19th, 2014 @ 11am

zona 11 NEIGHBORHOOD

SIGN UP   LOG IN   LIST YOUR SPACE

events | stories | shop | locations | search

Local artist

Creating Community

zona 11 NEIGHBORHOOD

SIGN UP   LOG IN   LIST YOUR SPACE

X

robot pendant

Catalina   **About this artist**

I got inspired to create unique 3D printed pendants, so we all can express our interests to others. Robots have emerged in manufacturing and filming of movies, and I wanted to celebrate that.

Buy items from this artist   add to wish list   purchase

EIXAMPLE

x

Ready to make your idea a reality?

featured locations available

EUR 100 per week to rent store front window only.

EUR 325 per week for large event space.

events | stories | shop | locations | **search**

Shop

paintings | hand-crafted | clothing | accessories | sculpture

payment method

VISA   MasterCard   AMERICAN EXPRESS   PayPal

Creating Community

Prototype Wireframe + Color Scheme

Extra Materials:

Business Model Canvas

KEY PARTNERS

- Barcelona Government
- OPEE
- Parsons Design Team
- Neighborhood of Eixample
- Landlords
- MOB
- 15 x 2
- Other local businesses and business owners
- Shareholders/Users Defined in Toolkit
- Residents
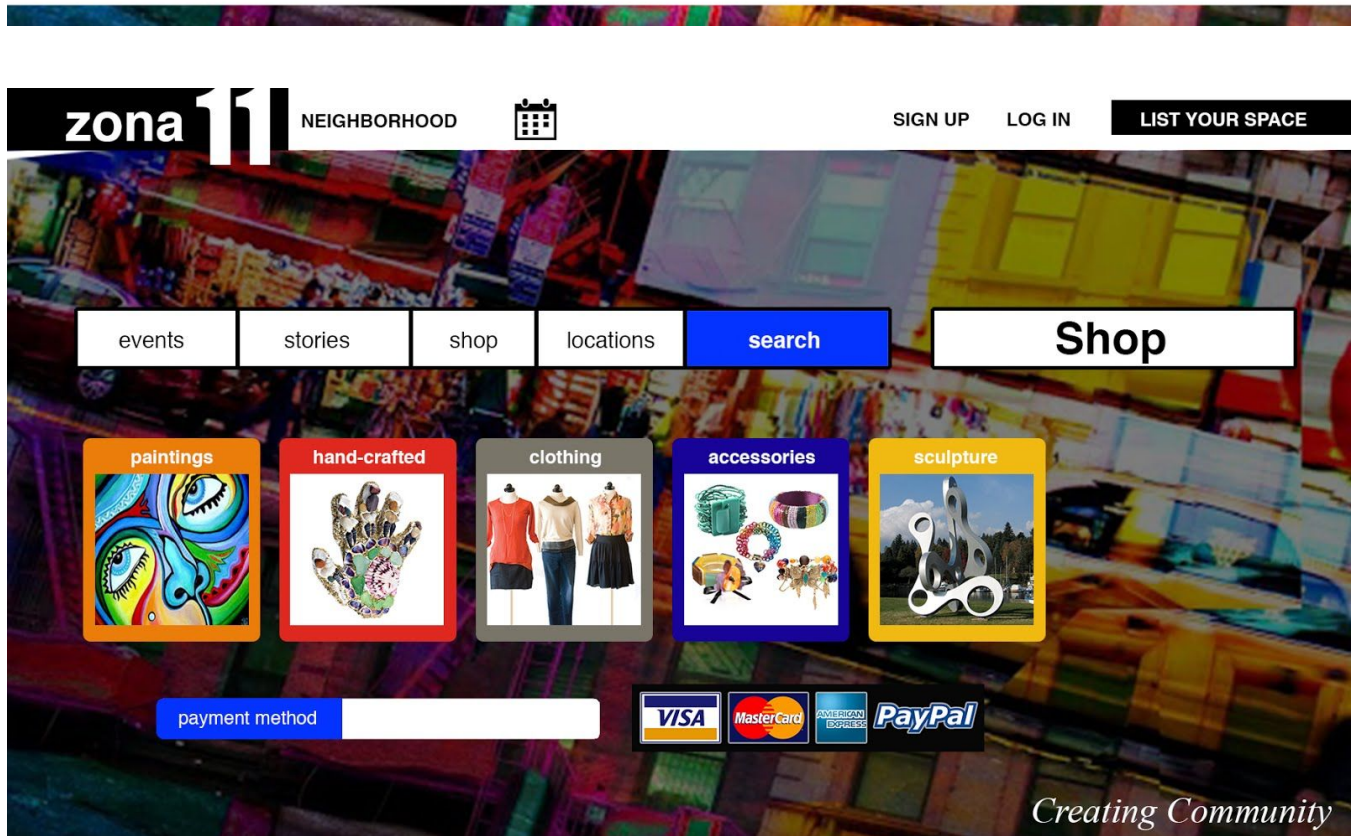- Local Business Owners
- Tourists and all Others

KEY ACTIVITIES

- ❶ Economic
- ❷ Industry
- Free listings of available spaces in the neighborhood
- ❸ Happiness
- ❹ Image
- Pictures, sizes, and description of spaces, easily accesed on the web.
- Create a self-sustaining platform for residents to interact

KEY RESOURCES

- participants to generate content (users)
- Landlords listing their spaces
- Necessary Functional Requirements
- Website
- Operating System

VALUE PROPOSITION

- serves as a resource for stakeholders
- contribute to the rebranding and revitilization of Eixample
- organizational tool for what is happening in Eixample
- creates community and encourages interactions
- encourages happiness and invigorates a new passion and appreciation for Eixample
- ULTIMATELY Will lower unemployment in Barcelona ★★★

CUSTOMER RELATIONSHIPS

- Emotional
- encourage sharing and personal experiences
- Develop openness and trust
- provide appropriate services
- Personal Assistance for questions, and complaints. Customer Support!
- maintain revenue & economic sufficiency
- Automated service with bookings.
- Business
- keep tenants and landlords happy

CHANNELS

- Social Media
- Facebook and Twitter
- YouTube
- Potentially could create signage in neighborhood
- Visual Instagram & Pinterest
- Calendar-communicates events
- Discussion Boards
- Tools Built Into the Interface of the Website
- Blog Roll Open for comments?

CUSTOMER SEGMENTS

- ❶ Potential Renters of Spaces
- Pop Up Community
  - Restaurants and Drink
  - Artists
  - Specialty Shops
- Tech
- Creativity
- New Industries
- Entrepreneurs
- ❷ Users
- ❸ Revenue Stream Contributors

COST STRUCTURE

- BUDGET 10,000 Euro ★★★
- Initial upfront fee paid by Gov't
- $180/year for 5 Years
- Prepay account to keep website functional
- Pay 15x2 member to operate site?

REVENUE STREAMS

- SELF-SUSTAINING ★★★
- Charge placed on member organizations
- Subscription
- Pop-up businesses pay into web with rental cost
- Advertising
- Donation or Sponsor based?
- 5% cost of total lease rate, taken by the website service, upon purchase via website - paypal

http://www.businessmodelgeneration.com/canvas

Financial Model Logistics

Initial Investment: website platform will be pre-paid by the government for 5 years. Typical website hosting is $15 per month, and costs $180 per year.

Operation & Maintenance: Pre-pay the account to keep the web functional. Potentially, a 15x2 member can keep the web operational.

Platform Support: A percentage fee will be taken from the rental cost of total lease time (days or months)(4.5%) The tenant pays for the fee, this will entice landlords to lease their space without losing anything. The platform shall be paid when the lease is paid instantly online through PayPal.

Electronic Payments: Use PayPal to pay for the lease, this allows for Credit Cards and Debit Cards to be used. A business bank account must be started as the amount is initially paid through the website, a 5% fee is retained and the remainder is passed on to the landlord.

Damages: If it is a long term lease a retainage will be held for any damages made to the site (each landlord to determine the scope that is considered damage)

Profit and Loss Statement

	Year 1	Year 2	Year 3	CAGR
Gross revenue from rental activities	11,824	24,595	42,631	*89.88%*
Gross revenue from featured listings	3,600	5,760	10,080	*67.33%*
Gross revenue from neighborhood link	3,750	15,000	37,500	*216.23%*
Gross revenue from memberships	21,875	87,500	230,625	*224.70%*
Gross revenue from courses	30,000	126,000	315,000	*224.04%*
Gross revenue from merchandise sales	45,000	138,600	302,400	*159.23%*
Total gross revenue	**116,049**	**397,455**	**938,236**	*184.34%*
Returns and cancelations of merchandise	900	2,772	6,048	*159.23%*
Net revenue	**115,149**	**394,683**	**932,188**	*184.53%*
Cost of goods sold (merchandise only)	**22,500**	**69,300**	**151,200**	*159.23%*
COGS % of revenue from goods	*50.0%*	*50.0%*	*50.0%*	
Gross profit	**92,649**	**325,383**	**780,988**	*190.34%*
Gross margin %	*79.8%*	*81.9%*	*83.2%*	
Platform development and setup	10,000	2,000	3,000	*-45.23%*
Website hosting	2,000	3,000	4,000	*41.42%*
Website analytics	1,000	1,500	2,000	*41.42%*
Payment processing	3,481	11,924	28,147	*184.34%*
Bank/merchant account	1,741	5,962	14,074	*184.34%*
Website operations fees	**18,222**	**24,385**	**51,221**	*67.66%*
% of net revenue	*15.8%*	*6.2%*	*5.5%*	
Creative services	0	2,500	3,750	
Advertising and media	0	22,000	42,500	

Promotions and PR	0	16,000	23,000	
Customer experience and media fees	**0**	**40,500**	**69,250**	
% of net revenue	*0.0%*	*10.3%*	*7.4%*	
Full-time employee salaries and wages	60,000	145,600	151,424	*58.86%*
Temporary labor	0	36,400	75,712	
People fees	**60,000**	**182,000**	**227,136**	**94.57%**
% of net revenue	*52.1%*	*46.1%*	*24.4%*	
Utilities (power, water)	0	600	624	
Telecommunications (phone, internet)	0	2,400	2,496	
Overhead (office space)	0	600	624	
General fees	**0**	**3,600**	**3,744**	
% of net revenue	*0.0%*	*0.9%*	*0.4%*	
Total operating expenses	**78,222**	**250,485**	**351,351**	*111.94%*
Operating income	**14,427**	**74,897**	**429,637**	*445.71%*
% of net revenue	*12.5%*	*19.0%*	*46.1%*	