

Project Research

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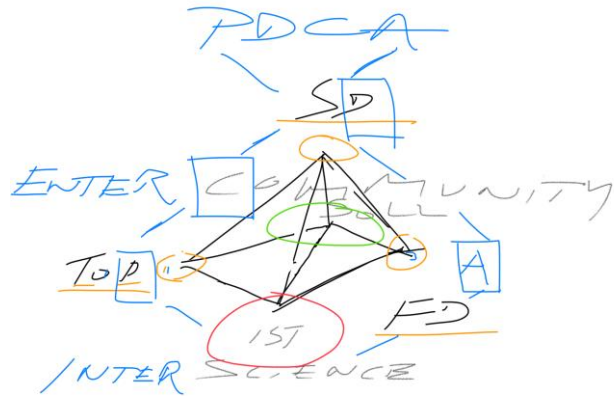
Partners in charge: see addendum

Amsterdam, Sept. 5th, 2017

Project no.: acegs3/170717

amsterdam city-east green spot

ACE-GS



discourse

transition playground

value proposition design

performance design

phasing

162102Fransje top
techniek

162102Fransje top ontwerp

162102Fransje top planning

Plan
Do
Check
Act

Technique
Alignment
Planning

Financial Design
Social Design



SAMENVATTING

Doelstelling

Het bezoek aan MaakJeStad in x stappen terugverteld/vertaald naar de transitie van Zeeburgerpad-Centrum, het onderzoeksvoorstel en de eigen rol als participierend onderzoeker, share-, stakeholder, ondernemer en bewoner.

Doelen

Aanpak

Projectoverzicht

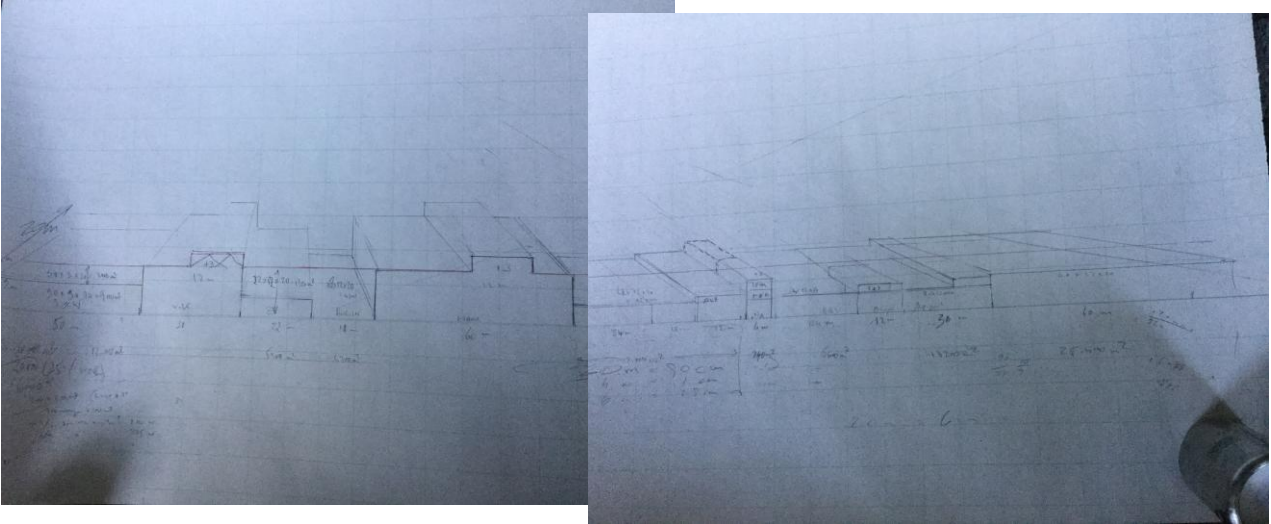
BUDGET

Investments planned before and after changes of municipal spatial development plan (core edge)

As one of the results of recommendations of the assessment, the main investments in raising the asset turnover ratio by performance design driven cash flow concern the existing space within the company's building first to get the new business operational at a lower energy rate on the sustainable path and have the interior remade for the new purposes. Second will be enlargement of the building on the transition path from industrial to mixed area: 75% (new) housing.

description	amount	piece	cost
2x50 sqm double rooftop	1,5	€ 75.000	
1x50 sqm double sunroof	1	€ 5.000	
	1	€ 0	
	1	€ 0	
	1	€ 0	
exterior			€ 80.000
2 x central heating replace	2	€ 5.000	
80 sqm reconstruction cc	1	€ 15.000	
1x60 sqm double sunroof	1	€ 5.000	
interior			€ 25.000
unforeseen (risk markup)			€ 10.000
total			€ 125.000

Sustainable Urban Development



scenario directing

- (in)visible theater
- mise en scène
- storyboard

cooperative city

- stakeholder analysis
- environment check
- contextualisation

value proposition design

- performance design
- business esthetics
- social design

community

- vision
- mission
- strategy

entrepreneurship

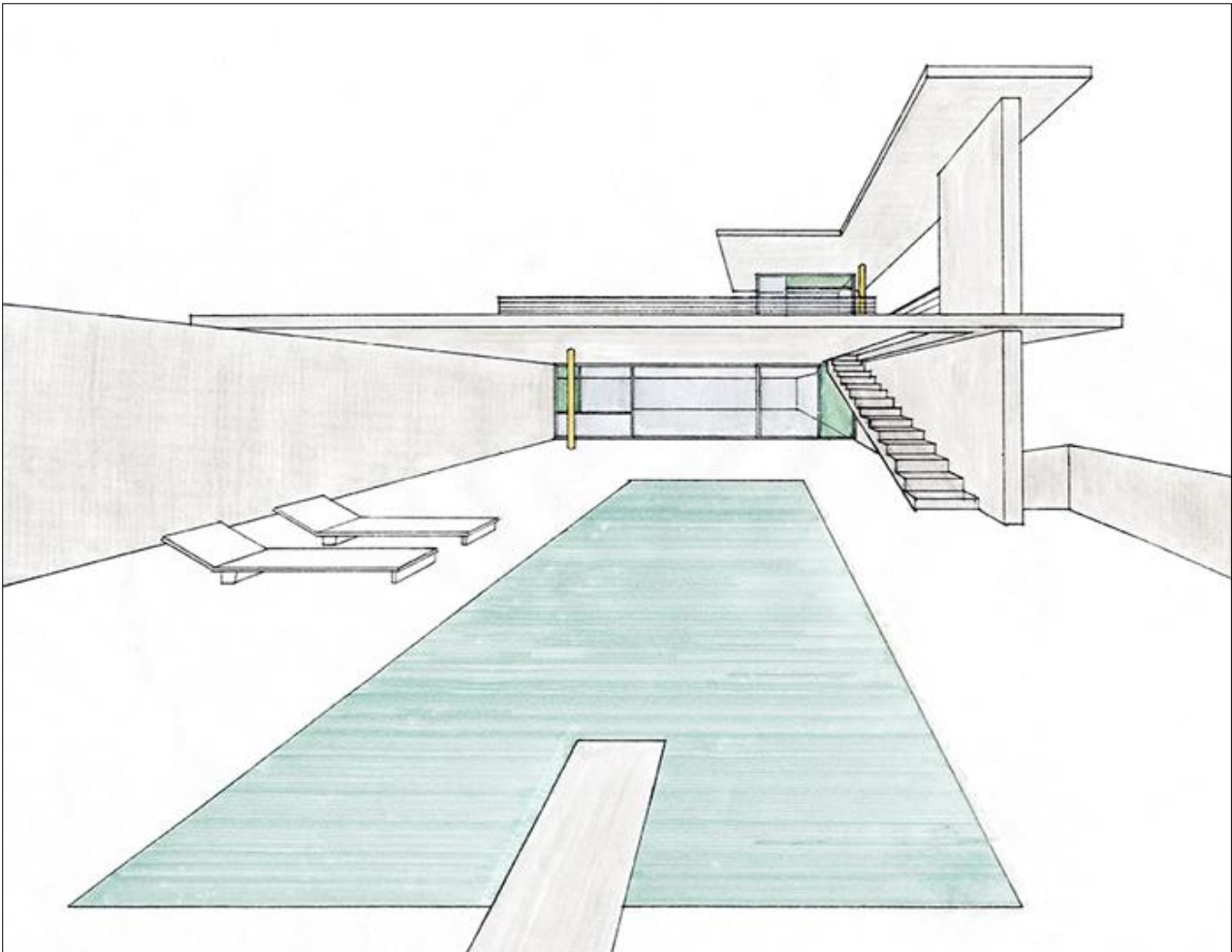
- sustainable
- comfortable
- responsible

Catering Creative Lounge Culinaire Lunchroom Performance Gallery

performance design in transition - a perfect SEMITOR™

interactive inherence - corresponding corporations
frame - independent variable: transition

conceptual model: reframing



sachverhalt und bezugsrahmen IST-SOLL frames network
referentiekader frames intercultural network

interchanging variable: value proposition design
mission - vision - strategy (follows structure)

moderating variable: discourse

mediating variable: phasing

dependent variable: performance design

in theory

1. performance. numbers on stage
2. design. anything not grown by nature
3. transition. morphological metamorphosis
4. semiotics & monitoring - SEMITOR™
5. reframing. learning organisations

in practice

1. portfolio improvement
2. . phase determination
3. . discourses interactions
4. chance & risk analysis
5. . priority action charts

1st instance management summary ae, de, nl
to start with in 2nd instance karin's questions
3context description service design
4value perception proposition design
5validating act performance design

a handful of business cases - one approach

170823/1 FOREWORD

I wiped away the weeds and foam,
And fetched my sea-born treasures home;
But the poor, unsightly, noisome things
Had left their beauty on the shore
With the sun, and the sand, and the wild uproar.

Ralph Waldo Emerson

- *Each and All*, st. 3

Denn alles Fleisch, es ist wie Gras und
alle Herrlichkeit des Menschen wie
des Grases Blumen. Das Gras ist verdorret
und die Blume abgefallen.

Johannes Brahms

- *Ein deutsches Requiem*, nach 1. Petrus 1,24

Wir suchen bei der Schönheit Zuflucht, um dem Schrecken unserer Endlichkeit zu entrinnen, Sheldon Solomon cites Emerson again, saying that creativity means a break from facing the one and only certainty, of a life cycle ending at an uncertain time.

As our personal growth thereby is limited as well in a physical, mental and spiritual sense, we form organizations, build structures and design interactions which maybe last longer than the creators' life cycle, to catch a glimpse of eternity while doing business with each other.

The world's leading part currently interprets organisms like plants or human beings, organizations of entrepreneurs and customers, and environments like nature, society and the financial services, as systems which try to maintain themselves by adapting (to) the scene.

Others imagine scenario's beyond the systems, by way of self developing organically growing networks from the proven morphological analysis to the less known morphogenetic resonance like an organized geese flight in v-formation or a bird cloud in the air, without a rehearsal before.

Growth comes out of raising the turnaround, the profit per piece or both, or the positive intensity of a service at a reasonable rate for both provider and user, in co-creation as far as the change capacity stretches. The highly specialized and difficult to find consultant has been treated.

Aligning the highly flexible niche player's system and presentation to share prior valuable value propositions from a handful of real options is the aim of performance design, inspired by change management, organizational reframing and, as we are condemned to create, design thinking.

170823/2 FORWARD

Between the master class pieces *Picabia: Reflection on Leadership* about the true north, from October, 2014, and *Flexibility as a Weapon* on planned change from December, 2015, our dear comrade, companion, wife, mother and financial head left for another dimension from cancer.

She and our son who followed her up as co-owner of the company in another role, are the first to thank for all their inspiration and consideration about my professional development while my vital energy mainly was dedicated to them that time, to find the balance in business again later.



Second I've learnt to worship teachers, fellow students, colleagues and clients as advisors on my way to integrate my knowledge, skills and intelligence as a change agent and performance designer, contributing to the Art of Management in the post-postmodern era of transition started.

Third a choice of amazing best friends and my even sharp as patient personal coach throughout the years deserve my compliments for their unconventionally contrasting views on my attempts to continue and improve the family business, answering to risks and opportunities as questions.

Actually the decision for a master class Financial Management instead of Consultancy 2015 has confirmed the critical issues Heike had pointed to, before I had to take over her role in corporate finance running our small company, while she literally knew by heart what I merely understood.

170823/3 FORECAST

As a result that master class *The Art of Financial Management* on management accounting has lead into the world of financial and tax accounting by additional self study in the basic theories, models and practice of bookkeeping, controlling and tax legislation, to understand the numbers.

So the most recent intervention has been changing from our family business accountant today, to one providing more transparency and velocity with the financial administration, and, above all, offering participation in setting up a sufficient cost structure and data input by myself to learn it.

Born in Düsseldorf, Germany, in 1954 from a Dutch mechanical engineer and a German office manager I already dropped math's, unless I wasn't that bad in algebra, halfway the high school in favor of Russian literature and avant-garde in arts, politics and society of the early 20th century.

After a short career as a young actor at the city Theater during my high school period I refused my father's offers of a vocational training at Deutsche Bank (finance: tied up at 8) or Volkswagen (techniques: get up at 6) to join the new film class and Joseph Beuys at the Academy of Fine Arts.

When Moscow occurred unachievable, the even famous Berlin film academy had to be explored near continuation of Russian Studies at the Free University, editing an underground newspaper, and founding a Travelling Theater, after movie making had shown its torturing financial demands.

Life is a stage, Shakespeare said about theater, much cheaper to produce than film and TV; as long as you call it theater one can start with all you need is here. As far as you call it life, it can turn out as expensive as a movie: you'll have to stuff the scene and create adequate revenues.

Performance means what you show and what you earn at the same time. Having performed as an automotive engineer at DAF truck factories, after the 1979 move from Berlin to Holland, as a German lecturer and intercultural business consultant, now I face no final curtain but new gaps.

170824/1 SUMMARY

What's the problem?

Actually there are no problems, just opportunities and risks. So first to check is the risk of doing nothing. then check the opportunities of doing things better, then those of doing other things.

What's the question?

So there is no management problem, there are just questions. First, how long will the company be able to afford the luxury of a garage, an office, an archive and a storage by outside business?

What's the action?

Or as a financial management question, what is a good moment for creating inside business by which activities, methods and means to have the building paid itself and raise the cash flow?

The company's financial opportunity and risk assessment *The Art of Financial Management* from 2016 shows a very low total asset turnover ratio against opportunities to save money on energy which savings won't compensate predicted losses, without measures to earn on fixed assets. That means that all in-house operations must bring up the preparation costs within five years from the investment realized, plus ongoing costs, plus at least both partners' average fees, plus a 50% risk premium for communicating the new, as activities are touch points, no less nor more.

In the Service Design view, down to guerilla marketing and up to a market position, the moments of contact between product supplier, service provider or both, and buyer, newly called partner of the 'connected company' in (value) creation or even 'fan', are hot communication spots on value exchange during all steps of the attraction-interest-desire-action model and the yes/no algorithm tending to a 50/50 balance when tried often enough in terms of risk occurrence probability calcs.

This report will focus on services, products and earnings from a Design Thinking point of view, starting as ethnological research with a descriptive transition context analysis and event history to estimate change capacities and build a frame of reference for understanding the current value propositions, subsequent discourse options, corresponding phase influences, and performance design consequences at three risk levels: entire vicinity, quay side owners, own property alone.

The related neighborhood Zeeburgerpad-Centrum as shown on page 1 below, includes a strip of no more than a 393 yd, between two channels in the eastern part of the inner city of Amsterdam, from the historical windmill to the railway bridge of the southern line Amsterdam-Utrecht. At the waterside the view is dominated by house boats hidden after their owners' fences, some public green and 'private' shore gardens on public ground, most beloved fringe by Jelle Brand Cortius, a well known Dutch author and essayist regularly passing along on his bicycle in a column of his.

After twenty years of participating research as a chairman of the neighborhood committee, user and owner of a residential building on the small scale industrial site Zeeburgerpad-Centrum, the final phase of the grounded theory research lets distinguish three basic value propositions: green character disturbed, maintained or intensified, in relation to the construction density of the area. The three basic shareholder segments related to the risk levels agree in maintaining the green.

Even self supporting sustainable energy driven transition to a 75/25 residential/(creative) industry area has been common sense since the committee meeting of July 1st, 2016, with the municipal area managers, as 4th shareholder, explaining implications and limits of the City Council decision to have a 150 to 250 new homes built at the end of the next ten years. The definitely maximum construction height given at that time, was 40 ft and accepted by all except three local owners. Those conservative owners are willing to invest in maintaining the green if allowed to extend the construction density by raising the height to 50-60 ft, coming from 82 ft two decades ago. They are, by lack of a future vision stretching farther than what is 'in' already, not interested in a more sophisticated approach of an energy providing neighborhood and intensifying the green allure. But what when the 60 ft opponents realize what the workshop in June sneaky has suggested?

Anyway, the first result of this research is the falsification of the hypothesis that the change finally imposed by the municipal authority, could lead from, in the meantime fruitless, objections to a neighborhood committee driven mutual approach of a community designing its urban space. Verifying what popped out as optimism bias, informal semi-structured in-depth interviews, for a part during various workshops and meetings, showed significant lower change capacity among the boat owners than assumed from surveys for the original business case to have get checked.

Therefore they furthermore will be considered as stakeholders only. As a second result, possible cooperation with the 2nd shareholder group as introduced above, offers greater opportunities at higher risks than holding the own weight by creative processes and tailor made income sources. The third result then is the focus on performance design of the what and how under own control, according to the influencing variables of the research model, discourse and phasing, from value propositions as independent variable set representing the change necessity and urgency, to the design connected business canvas, based on the change capacity, design thinking and futuring, following the method found out by searching instruments to conduct this research on designing.

Learning from the initial concept of reframing, the current neighborhood equivocality or a legal organization with shared values, purposes and means, will find their way into marketing & sales cash flow from own resources and (fixed) assets, communicating values with user communities.

Even subtle as the 60 ft height launch during the pre-summer workshop with area responsables of the municipality on May, 29th, marking the start of the official one year consultancy period, the lunchroom headed as a result of this assessment, turned out to be considered in the actual urban spot development frame yet to be dismissed by the city council next spring, and strongly recommended as core activity to exploit the fixed assets in order to lift the asset turnover ratio.

Before, room and processes must be cleaned up to create space for starting a catering service as allowed by the current spatial structure plan pointing to the lunchroom rather than restaurant as a facility to allow within the function mix aspired by the spatial development plan in progress.

The last part of this interdisciplinary research on art, finance and managing design performance to ground the main recommendation will provide the measurements of time and money, derived from the discourse analysis and phasing circumstances leading to budget allocation and control, and a cash flow performance prognosis of market communication and innovation performances to be improved continually in the way change capacity meets performance ability well balanced.

From the various tools of design thinking, marketing approach and management accounting as treated in the theoretical substantiation, the most suitable are recommended additionally, like a world conference, co-creation, PDCA circle, balanced score card, and activity based costing in learning organization networks of reflective practioners from interlacing communities of practice.

Accessibility, applicability, feasibility of innovation and change management methods & models on the one, and data reliability and maintainability on the other hand are therefore examined by the empirical research on context, capacity, capability, coherence and convergence of change.

170824/2 INTRODUCTION

From Project Management by PDCA on scrum under pdca as a generic project organizer from September, 2014, after a first attempt on the issue halfway 2013, along the Marketing Innovation Plan on co-creation from July, 2014, Flexibility in Arms on planned change from December, 2015, Bridging Consultancy on a still unfolding intercultural opportunity fitting strategy from May, 2016, The Art of Financial Management on documented imagination control from February, 2016, it has been design thinking that made the difference from leadership failure to entrepreneurial ideation. *others waternet environment on organization and management MABA*