

Business Model Development | February 25, 2017 | Dr. Natalie Nixon  
Nichelle DuRubeis, Fred Kinglee, Tiffany Spraggins, Callan Wall

# Agenda

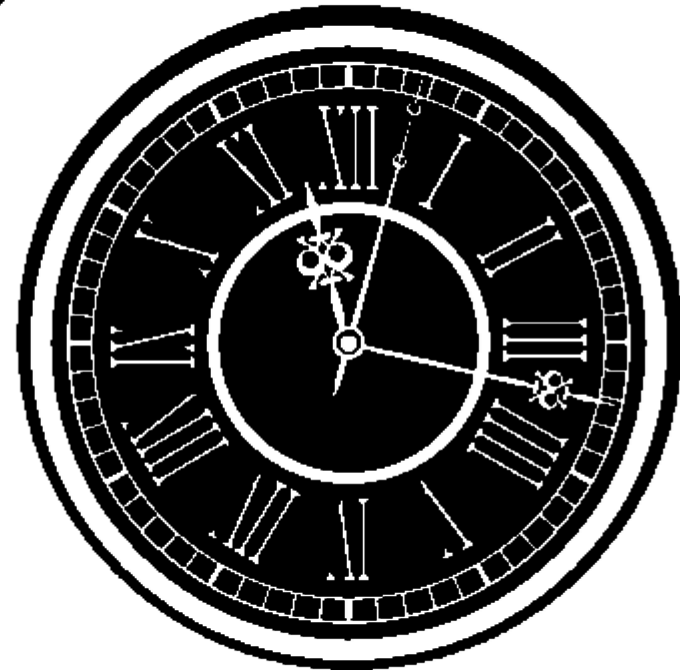
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**Current state**

**Discovery**

**Insights**

**Recommendations**



CultureWorks

prioritizes

space

members

get

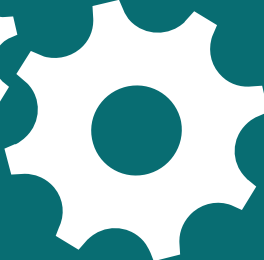
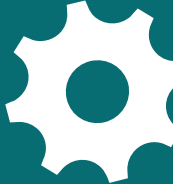
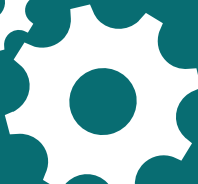
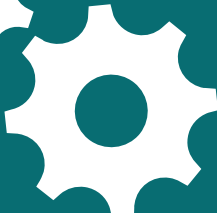
access

limited

member

interaction

Isolation



Integration



**“Culture is how organizations ‘do things’.”**

— Robbie Katanga, HBR 2013

**“Organizational culture is the sum of values and rituals which serve as ‘glue’ to integrate the members of the organization.”**

— Richard Perrin, HBR 2013



# CultureWorks is in the business of **human flourishing**



## Coworking

- Shared workspace and conference room use
- Different levels of membership from \$40 - \$350/month



## CultureTrust

- Management staff and day-to-day administrative support
- 501(c)(3) status
- Corporate bank account

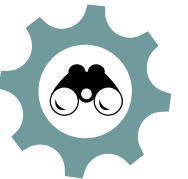


## Copilot



- Adhoc support, paid hourly
- Grant writing, graphic design, legal, accounting, etc.

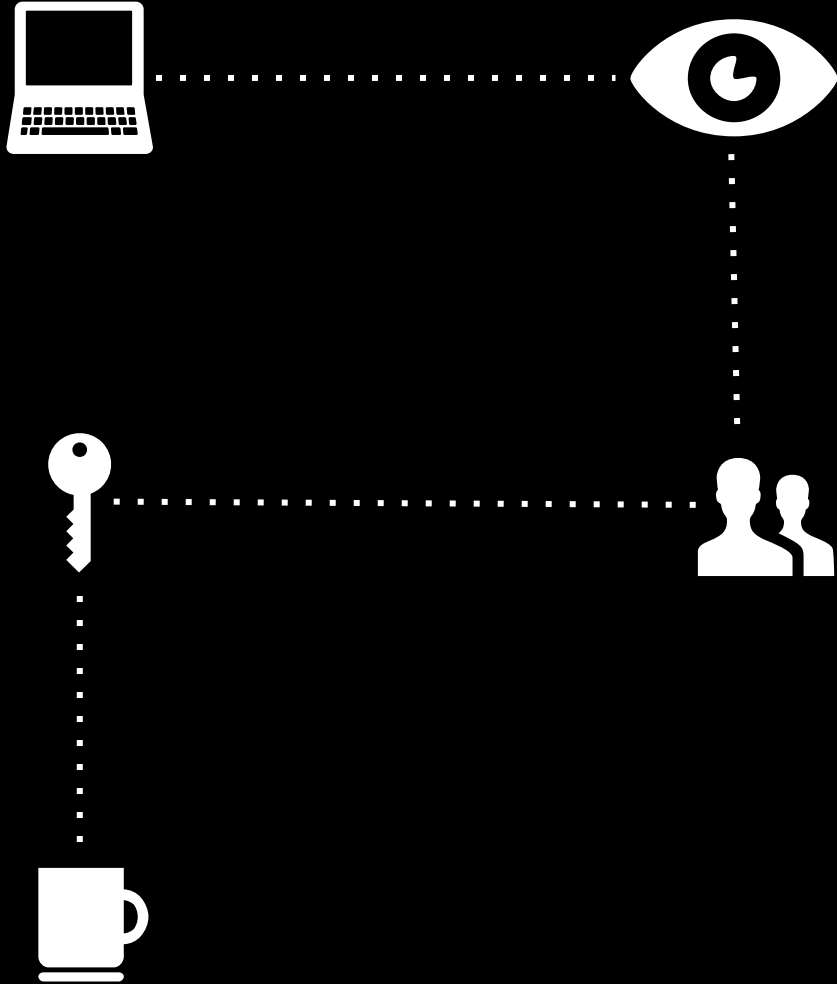
## Venture



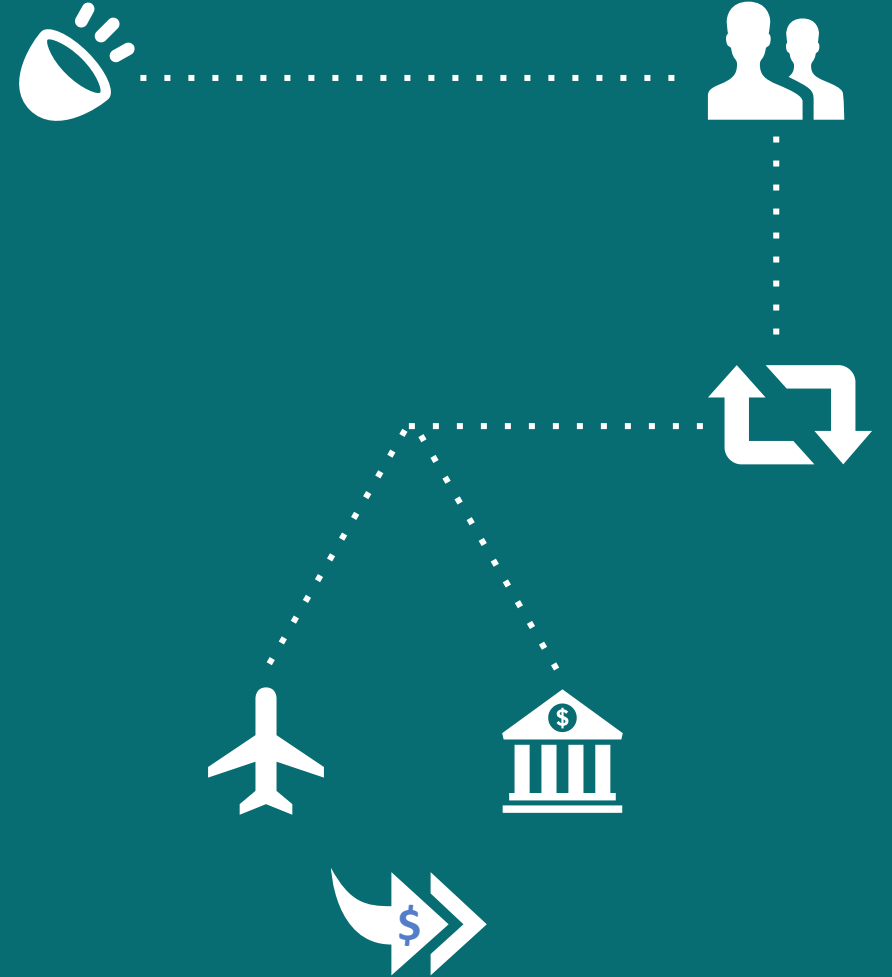
- In the works
- Comprehensive marketing and development team

# Customer journey:

## Cowork



## Copilot & CultureTrust

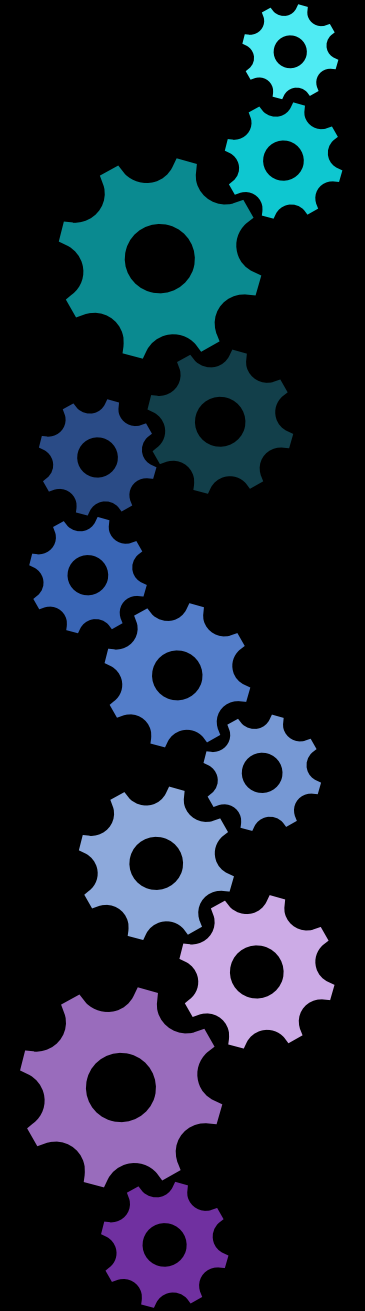




**Original challenge: Space**



# Cultural Commons



# Discovery summary



24

interviews



7

site visits to CultureWorks



8

site visits to other coworking spaces



5

experiments

# Experiments

Why do you come to CultureWorks?

Feel free to draw a face or use words to describe your experience below.

How do you feel when working in the space at CultureWorks?	How do you feel when working with the staff at CultureWorks?

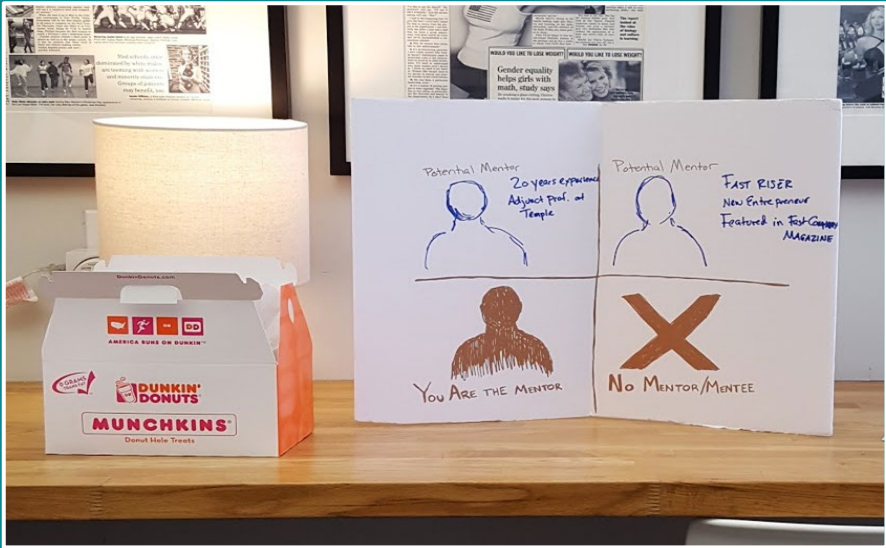
Describe a time in which you most felt part of a community?

Design what your ideal work community would look like. What is happening? Who is there?

What 3-5 words describe the below picture?

What skill would you bring to the work community?

What image comes to mind when you think about CultureWorks?



# Consistent language

## Join our cultural management commons

A membership at CultureWorks gets you workspace to daydream, a creative community, and access to smart, warm people that can help you get your work done. Here's your opportunity to support an organization that is working to provide equitable access to management resources for the makers and preservers of culture.

**\$40**

### BASE MEMBERSHIP

By joining CultureWorks, you become part of the [cultural commons](#). This membership gives you a new way of working in a shared system along with tangible resources:

- 90-minute "360" discovery meeting.
- 20 hours of space access per month.
- Access to member discounts, free events, and workshops.

The screenshot shows the website for CultureWorks Greater Philadelphia. The header includes the logo 'cultureworks' with three gears above the 'o's, and the text 'GREATER PHILADELPHIA'. Navigation links for 'ABOUT', 'EVENTS', and 'CONTACT' are in the top right. A dark grey bar contains the tagline: 'Providing affordable shared management resources to the arts, heritage, and creative communities of Greater Philadelphia.' Below this is a horizontal menu with 'COWORK', 'COPILOT', 'TRUST' (highlighted with a red underline), 'VENTURE', 'PROJECTS', and 'MEMBERS'. The main content area is titled 'TRUST' and has a sub-menu with 'HOW IT WORKS', 'WHAT IT IS', 'WHAT YOU GET', and 'MORE BENEFITS'. The main heading is 'SHARED STAFF AND NONPROFIT UMBRELLA'. The text below explains that members remain the public face of their projects, while CultureTrust handles business operations like insurance, contracting, and payroll.

cultureworks  
GREATER PHILADELPHIA

ABOUT EVENTS CONTACT

Providing affordable shared management resources to the arts, heritage, and creative communities of Greater Philadelphia.

COWORK COPILOT TRUST VENTURE PROJECTS MEMBERS

## TRUST

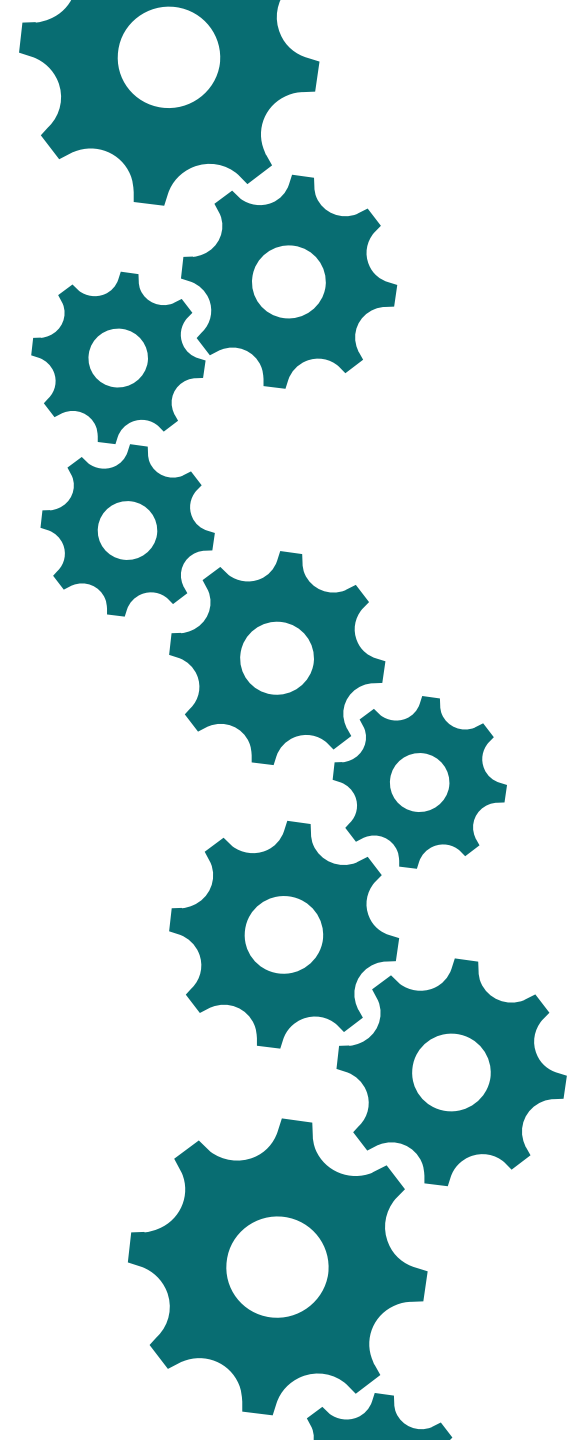
HOW IT WORKS WHAT IT IS WHAT YOU GET MORE BENEFITS

### SHARED STAFF AND NONPROFIT UMBRELLA

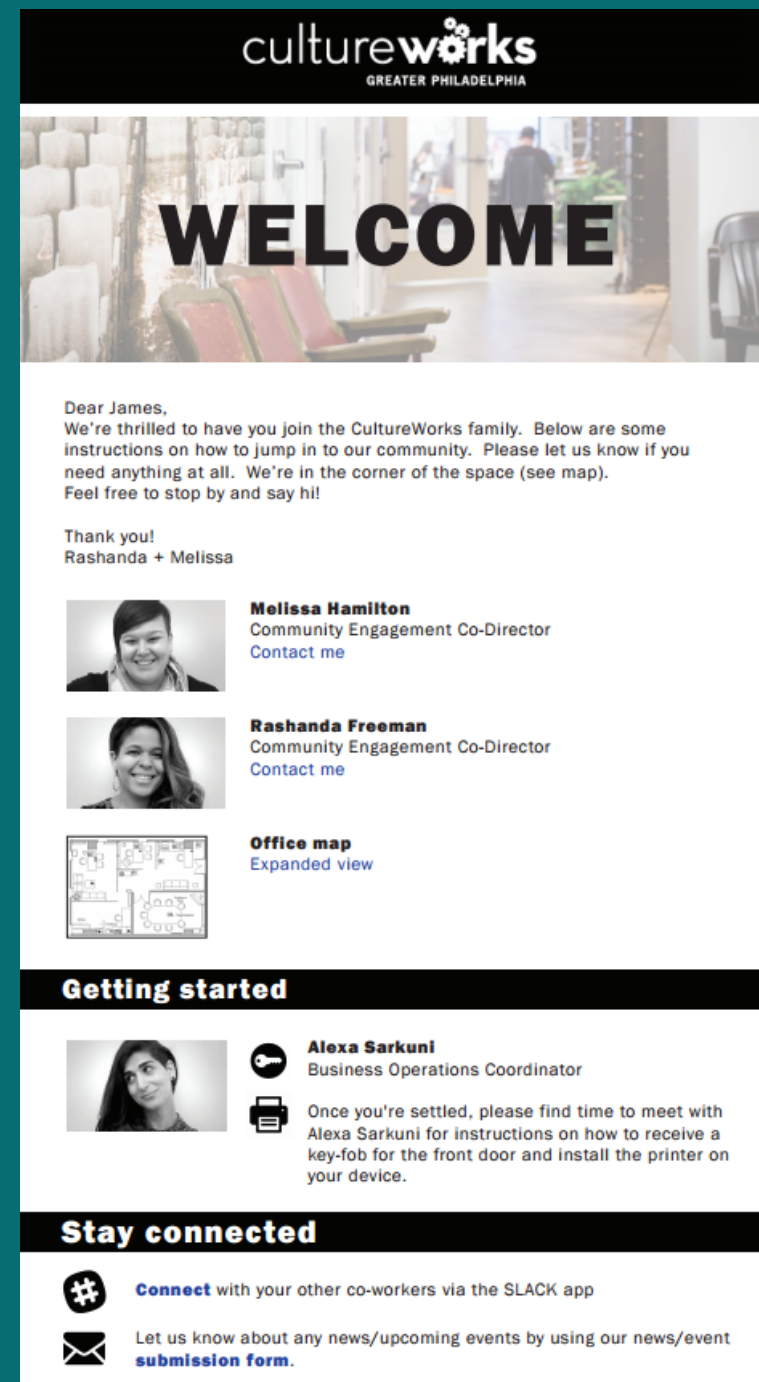
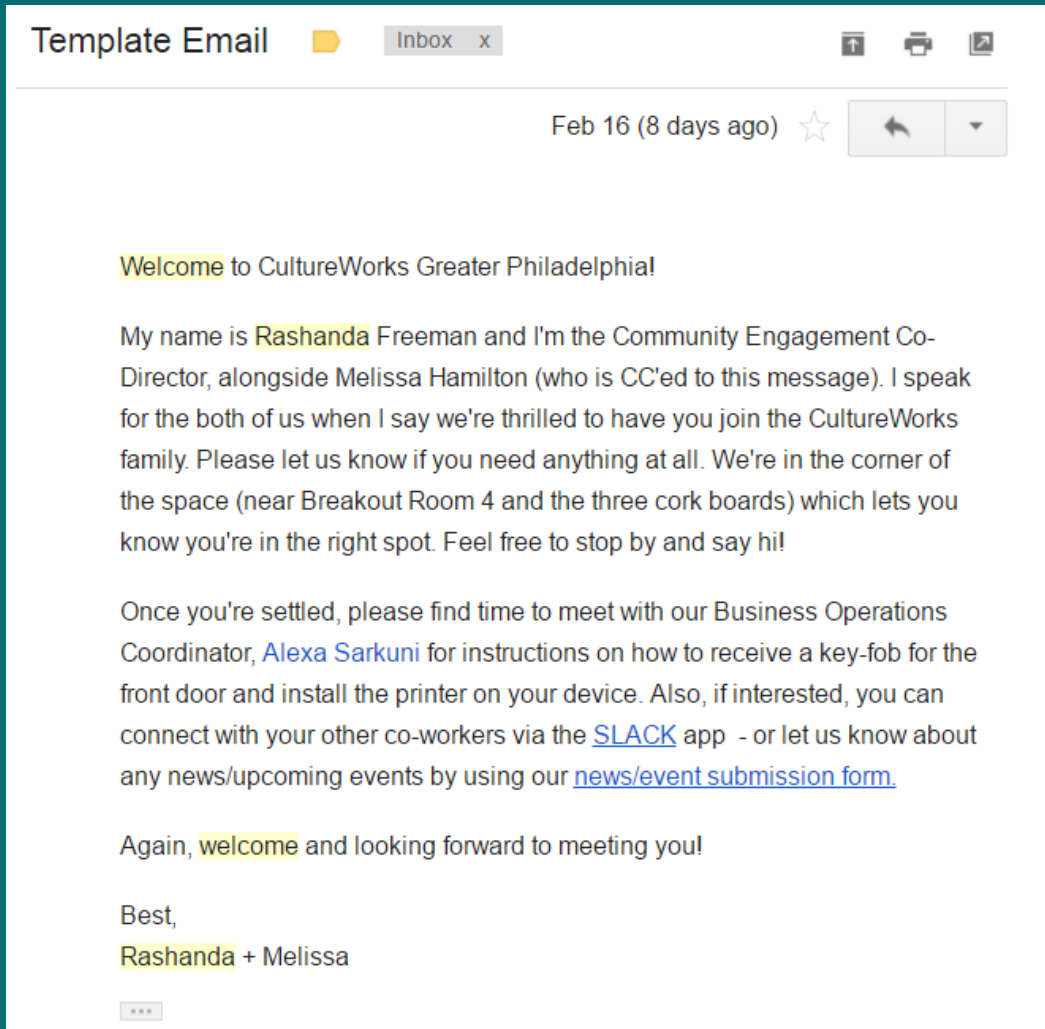
It's your work, you remain the public face, and the credit is all yours. The business for your project is conducted through [CultureTrust Greater Philadelphia](#). This includes obtaining insurances (including group health insurance, if needed) contracting, employing, paying bills, and receiving income. All financial relationships are handled through CultureTrust directly. For instance, contracts are made out between your artists or service providers and CultureTrust, checks are written to employees from CultureTrust, and donor and grant checks are made out to CultureTrust.



# Common language



# Visual language



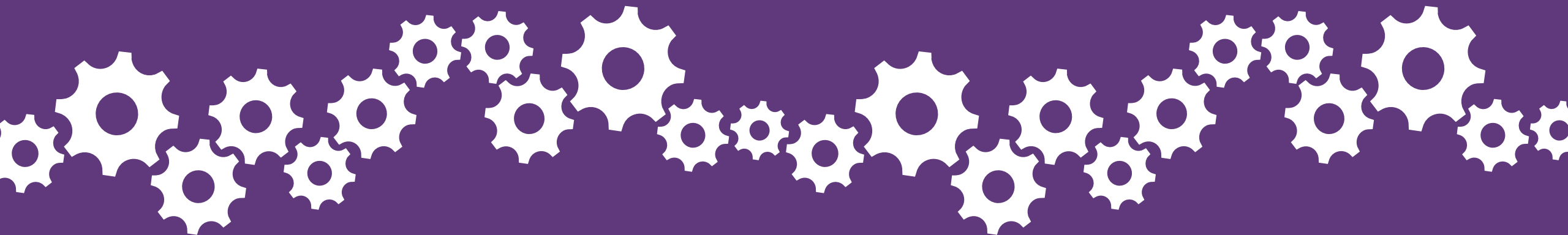


## Three key insights

## Insight one: Opportunity to share

“Coworking should be a cooperative effort. A coworking space should allow members to support those around them.”

- Hilary Rhea, Founder of *Tell me a story*

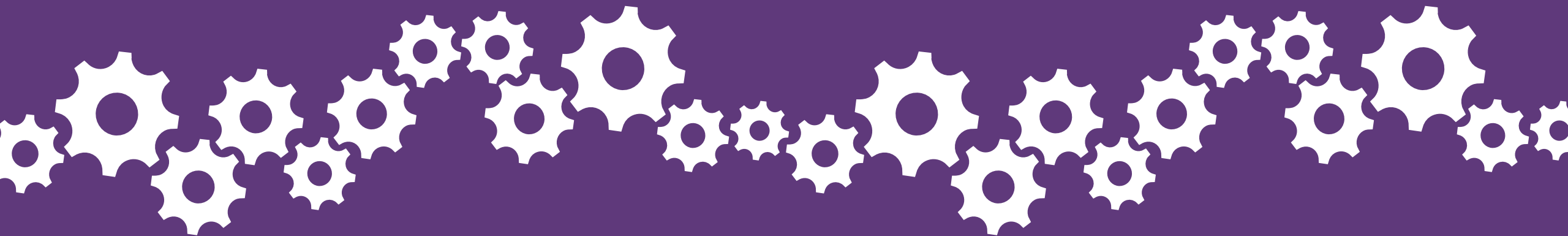




## Insight two: I want to mentor

**“I want more mentoring opportunities.”**

**- Ross, Coworking Member**



## Insight three: We wanna hear from you

**“It would have been nice to get an email about the snow and if the space was open.”**

**- Alex, Coworking Member**

**“I don’t know what the purpose of the Slack channel is. It is underutilized. Only foodies use it to swap recipes back and forth”**

**- Ricardo, Coworking Member**



## Pivot: Hidden community

**“A gypsy encampment – in the best way. All that is missing is the bonfire.”**

**- Sarah, Coworking Member**

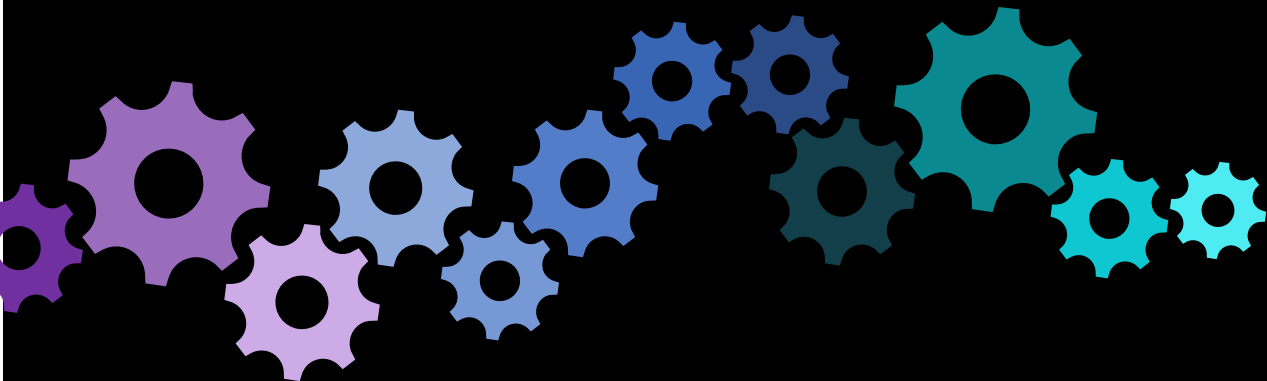


# What builds community?

Common  
Language

“ ”

Emotional and  
Physical safety



**disrupt**



## Recommendation one: CultureSpeaks



Since the staff is small, each one possesses the ability to slightly shift the explanation of what they do.

Brand positioning starts with creating a singular vocabulary.

Create a singular vocabulary as a group.  
Use it to streamline written, verbal, and visual communications.

## Recommendation two: CultureConnect

“[Mentoring] affects the long term health of an organization as a social system. One such contribution provides a structured system for strengthening and assuring the continuity of organizational culture.”

“Mentor serve as nodes in an information transmission network. Data in this network runs in both directions.”

– James A. Wilson, University of Pittsburgh, The Organizational Benefits of Mentoring



## Recommendation two: CultureConnect

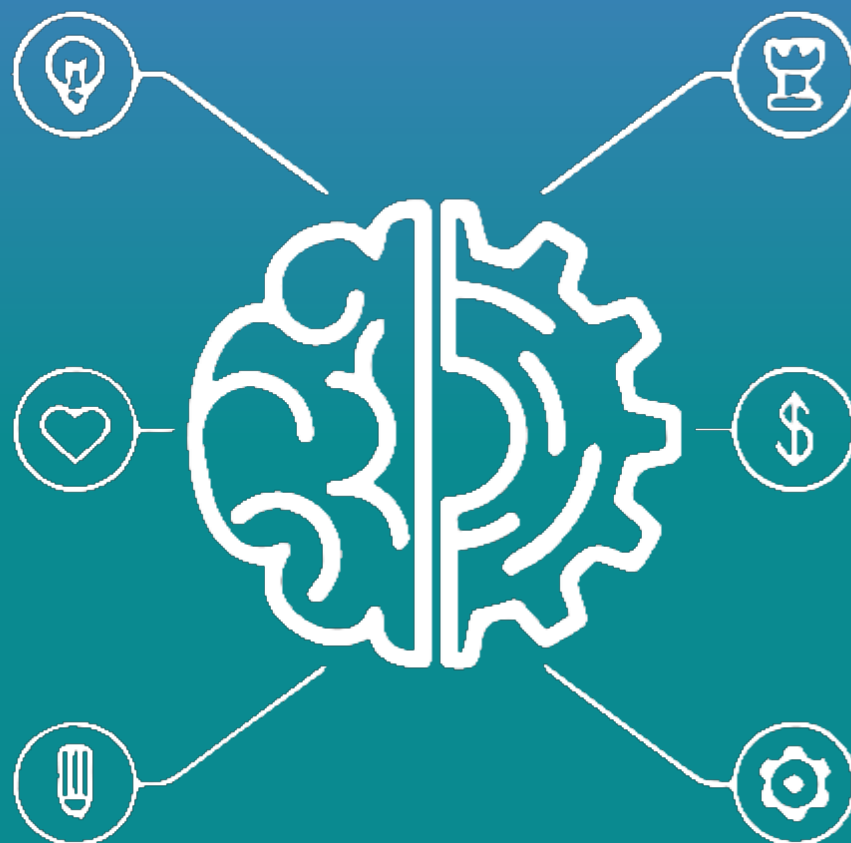


- **Simplify**
- **Manage**
- **Invite**
- **Intro to Ambassador**
- **Connect**
- **Open session**



# Recommendation three: CultureReach

Arts and Humanities Exchange Program and Festival



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# CultureReach

Arts and Humanities Exchange Program and Festival

## Cost Structure

Flight: \$516 per member -- \$1280

Lodging: \$160 per member for  
eight nights -- \$6400

Conference room -- \$12,000



CultureWorks

prioritized

space

encourage

member

interaction

fosters

flourishing

community