# MOCA Process Book

## PROJECT CONTEXT
- pg. 3

## RESEARCH
- perception + virtual space  
  - pg. 4
- physical space (MOCA + surroundings)  
  - pg. 6
- physical space (inside MOCA)  
  - pg. 8
- artifacts  
  - pg. 10
- experiences  
  - pg. 12
- dialog with staff  
  - pg. 14
- assessing needs (the platform for connectivity)  
  - pg. 15
- technology landscape  
  - pg. 16

## THE DESIGN BRIEF – problem definition
- pg. 18

## IDEATION
- the audience  
  - pg. 20
- interviews (understanding needs + wants)  
  - pg. 22
- generating concepts  
  - pg. 26
- experience prototyping  
  - pg. 27
- presentation + evaluation  
  - pg. 28
- the cards + games  
  - pg. 29
- playing the game  
  - pg. 30

## MODELING
- conclusions  
  - pg. 32
- teaser campaign  
  - pg. 33
- #1 direct approach  
  - pg. 34
- #2 guerilla  
  - pg. 35

## THE TEAM
- pg. 36
"Inquiry is the controlled or directed transformation of an indeterminate situation into one that is so determinate in its constituent distinctions and relations as to convert the elements of the original situation into a unified whole"

John Dewey - Pattern of Inquiry

PROJECT CONTEXT

This document summarizes the work of the MOCA team in the Design Project that was the focus of the 'Design in Management: Concepts & Practice' course taught by Professors Richard Buchanan and Fred Collopy. This client-sponsored project began in Fall of 2010 and ended in Spring of 2011. Sponsors included The Cleveland Clinic, The Cleveland Institute of Art, Closure Systems International, Cuyahoga Community College and the Museum of Contemporary Art Cleveland (MOCA).

The project involved conducting contextual research, development and exploration of a design brief, including formulation of the problem statement(s), the development and evaluation of concepts and an outline of an implementation plan for a solution that addresses the organization's need(s).
RESEARCH | PERCEPTION + VIRTUAL SPACE

Our process began by documenting our personal thoughts, experiences and preconceptions about MOCA, determining the best method for pursuing critical information and experiencing the most immediately accessible MOCA touch-point, their website.

For most of the team, MOCA was somewhat of a mystery. No one considered themselves to be a MOCA user, although some team members had art/design backgrounds or an interest in art.
"Their website is nice and clean and fairly easy to navigate, but their social media presence is severely lacking. This is very problematic considering the dramatic increase in use of this method for building awareness and communicating."

WSOM team member
"...this is a full conversion of a neighborhood anchored by a new arts and cultural district."

Chris Ronayne, University Circle Inc.
Dear Jill,

I am following up in behalf of the Weatherhead/MOCA team with regard to the project that we discussed on October 11th. We have spent the last few weeks organizing our notes and content, and trying to create a problem statement that meets our course objectives and captures a scope of work that will bring value to MOCA.

We are very interested in working with you and your team on the ‘Platform for Connectivity’ project. Our current plan is to outline a first draft of the design brief (for the WSOM course, not the Platform), then follow-up with you, and others that were recommended in our meeting. We hope to meet soon, with the intent of understanding the ‘Platform’ goals, process and timelines.

Within a week we will have a project outline that will ensure that our expectations are aligned and that we can move forward productively. Please confirm that you are comfortable with moving ahead with ‘The Platform for Connectivity’ as a key project theme, and we’ll follow-up shortly to set up a meeting.

We are very excited about working with MOCA over the remainder of the school year.

Sincerely,

Dan Cuffaro

cc:
Ting-Ju Chien
Cara Gilmore
Bernardo Orellana Heredia
Shao An Wang

RESEARCH | PHYSICAL SPACE (MOCA + SURROUNDINGS)

The team contacted Jill Snyder, the Executive Director, to arrange for a meeting and behind-the-scenes orientation to the organization. Prior to an official meeting with MOCA, team members visited the museum to experience it as ‘outsiders’ and carefully documented the experience. The current location was the most common complaint, as it was difficult to find and disconnected from ‘neighborhood activity.’

The team took time to understand the plans for the University Circle Uptown project, in which MOCA is an anchor. We also experienced the new site firsthand and tried to understand the effects that MOCA’s move would have on the organization and the University Circle neighborhood.
"The change in atmosphere from one exhibition to the next was dramatic. One was a fairly traditional gallery show, another was a dark immersive installation and the last was an explosion of color. It was a dynamic mix."

WSOM team member
RESEARCH | PHYSICAL SPACE (INSIDE MOCA)

The process of entering the museum was mixed. There were issues with the communication of the student discount policy and the computer system was running slowly for a team member that has become a member days earlier. Although, once the membership information came up in the system, it was clear that the new membership had been processed.

The scale of the gallery and the utilization of space was impressive, the current exhibitions varied in quality and team members had different reactions to the work from 'I liked it' to 'underwhelming.' Docents were readily available to encourage interaction and answer questions. The organization had strategies for informing and engaging viewers through guide by cell and by incorporating the 'Art Squad,' although the context of these characters was unclear. The Art Space shop was nicely situated and well-stocked with interesting art/design objects.
RESEARCH | ARTIFACTS

MOCA is prolific at producing printed pieces to advertise its events. Each is provocative and unique, but not always immediately identifiable as MOCA. Seen as a whole, the collection of materials is overwhelming and communicates the frequency of opportunities to connect with the organization, the diversity of offerings and the desire to reach different audiences.

One team member filled out a comment card and within a week received a letter and MOCA pass. One can conclude that the organization seeks to reach out often, through traditional means.
"Although I only attended their events once, I receive regular email alerts from the Cleveland Film Festival and Dance Cleveland. I have visited MOCA, but I have never received event reminders from them."

local designer
COST

POTENTIAL USER:
"...I never get invites to events, the location is inconvenient and cost is a barrier."
C. art patron/MOCA non-user
Corey - On paper she is the prime audience for MOCA - frequent arts patron (art museums, gallery openings), interested in contemporary art, young professional. She has visited MOCA (Cleveland) approximately 10 times over 15 years, but has not visited for 3 years. Has visited MoMA (NYC) and 30+ other art museums nationally. Does not consider herself a MOCA user because of her lack of interest and visits. She says time, lack of awareness, location (not near things that create a complete experience) and cost result in her non-using behavior. Ultimately she believes that MOCA is not valuable enough compared to free CMA, Spaces, galleries.

On-site Observation:
Shao: Oct. 5, 2010, 1530~1700
There were 4 exhibitions including MOCA@Uptown, and I think I was the only one that time. The student fee is $3. Here are some points I found and some questions for discussion.

Information:
1. General
2. Collect art
3. Staff does not cooperate
4. Issues
5. Cleveland
6. They’re away from Shaker
7. Pita professional

My Observation:
1. It's confusing how to get to the Play House in the first place.
2. Exit and Entrance

desk where too normal for a museum of contemporary art, the shop could invest in "toys", there was no clear explanation about the art pieces, the phone number have the explanation had an extra cost. The volume of visitor is higher if you have a free admission and free fee Fridays (we asked the front desk man). It was difficult to know which public of the museum.

Dan: Oct. 9, 2010
I almost missed the parking lot entrance, because the sign was so small, there was a charge for parking, but there was no attendant, so I parked, we followed the MOCA signs and went in. Although there were moments of disorientation like the employee made it to the MOCA entrance. I let the person at the front desk know that I was a member, but I had not received my card yet. He pulled up the membership database stated that it runs very slowly. After a few minutes he confirmed my membership and we enter. Initially we were the only visitors, but 2-3 other people eventually arrived. Overall I enjoyed the work, but the docent awkwardly came up to us and

**FREE**

**MOCA:**

**In 2010 86% of all programs were free.**

The new building location will address a barrier to new audiences. However, considering the frequency of attempted contact and the number of free events, there is a clear disconnect between the museum and some prospective users.
"Our mission is to provide cultural R&D for the region." J.

RESEARCH | DIALOG WITH THE STAFF

The MOCA team was well-prepared to meet us on October 11th, 2010. They were in on a day that the museum was closed, a special meeting space was prepared and valuable information was prepared in advance. Executive Director Jill Snyder and Jamie Hardis, the director of exhibitions, gave us an in-depth look at the organization. The discussion covered mission, audience, budget, leadership structure, exhibition/event cycles and selection methods, the 'Platform for Connectivity,' the plans for the new building and eventual move. Jamie also provided a tour of the facility, including galleries and classroom spaces.
MOCA’s expectation was that the Weatherhead team help in developing its Platform for Connectivity, which is intended to be a comprehensive technology-driven tool for interaction with a global audience. It was requested that our project be focused on defining aspects of the platform and determining the necessary resources for implementation and management.
Museum of Contemporary Art Cleveland
Opportunities for Connectivity
2010/11

Summarized:
I reviewed each of the websites that the MCA staff identified as benchmark institutions. In addition, I reviewed sites for museums that we listed based on personal experience and did an extensive searches of sites that I thought were relevant. I was particularly interested in content that promoted virtual visits, participation and connectivity.

The utilization of technology was fairly consistent; online galleries, blogs, and ways to connect (twitter, facebook). Some institutions had podcasts, multimedia libraries and online stores. In general, each site was an incredibly innovative (even in my web-wide search of connecting technologies or ways to connect).

The most impressive sites were the Walker Center and MMFA in the level of information, level of connectivity and integration. The Met’s website in particular is branded very prominently as a way to continue the dialogue about art, which is emblematic of the most interesting, innovative approaches: less about technology, more about how it is presented.

I also included some design-related sites for reference, online portfolio sites and sites that had very interesting ways to organize information.

Based on my analysis I am not yet convinced that I have identified anything truly innovative and compelling for MCA.

Recommendations:
1) further research on compelling methods of digital connectivity
2) exploration of bringing into portal (art-related), online portfolio services and digitaleziering

Peer Museums: Walker Art Center (TMA) - walkerart.org

RESEARCH | TECHNOLOGY LANDSCAPE
An analysis of online presence for all major US contemporary art museums was conducted with the goal of understanding how museums are using technology to connect with their audience. The team sought to understand interfaces, types of content, services, aesthetics and useful or exciting innovations. Additionally, non-arts museum sites were evaluated, as well as non-museum art/design sites that exhibited unique approaches to content delivery.
"Based on an in-depth analysis of other institutions I'm not sure that I've seen anything truly innovative and compelling."

WSOM Team Member
"MOCA is a well-run organization. It has an impressive track-record of bringing innovative and exciting work to Northeast Ohio."

THE DESIGN BRIEF

The brief included an organization profile, problem statement, goals and objectives of the project, a schedule of work and an appendix. The organization profile included information on MOCA’s history, evolution and current mission and a summary of the Uptown development project. Additionally, it contained three methods of analysis, including Michael Porter’s Five Forces Model, a SWOT analysis and the McKinsey 7S Model. Information was also presented on MOCA’s market niche, customer segmentation, tourism in Cleveland, local competition and benchmark institutions. Finally, the profile included summaries of museum technology trends and social media use.

A formal presentation of the brief to MOCA took place on January 25th, 2011. A follow-up meeting was held on January 31st, 2011.
**Problem 1** is the need for improvement of brand awareness that better positions MOCA in a saturated marketplace.

**Problem 2** is the imperative to create sustained audience growth.

**Problem 3** is to aid in the planning of a sustainable technology infrastructure.

### THE DESIGN BRIEF | PROBLEM DEFINITION

The team believed that the current museum location was problematic; however, the relocation to a highly connected and visible location would resolve many of the issues that create a disconnect with potential users.

The team identified three distinct problems, within an overall problem of connectivity. These problems involved improving the conceptual connection with MOCA’s audience, connecting with new audiences and the development of a technology infrastructure that promotes broad connectivity.

It was seen as important to the WSOM team that a broader concept of connectivity be embraced by MOCA, and that connectivity be a pervasive concept within the organization.
Carol

Carol is a MBA student at age of 26, currently studying at Case Western University. She is originally from Taipei, Taiwan, then moved to Shari and Toronto, Canada after. It is her second year living in Cleveland, Ohio. She is an arts-lover and has visited many different art museums and when she travelled around the cities. She is a big fan of the Cleveland orchestra and musical plays; has often attended these social events with her friends. She has heard of MOCA and visited there once. The first visit turned out to be a huge disappointment and therefore have stopped going afterward. That impression has also stopped her from introducing the MOCA to her friends. She would love to see more arts and exhibitions which involve more with the audiences.

Maya

Maya is 29 years old and works as a Marketing Manager for a local advertising agency, Twist. She is engaged and her fiancé, Oliver, is a 32 year-old lawyer. They recently purchased their first home, a condo in Tremont.

Maya enjoys attending art museums. She attends a monthly networking event at a local art museum. A few of her friends are artists and she has some of their paintings in her new home. She prefers contemporary art, but has a strong appreciation for all art.

Jack

Jack is 9 years old and lives in Cleveland Heights OH. Jack's family includes his younger brother, mom and dad, he also spends lots of time with grandma.

He likes to draw, build with Legos and play Wii, and his favorite day of the week is Friday, because that is movie night. He also reads Alex Rider spy novels and Harry Potter. He loves trips to museums, and when given a choice he prefers the Natural History Museum and Great Lakes Science Center. He also likes going to the Cleveland Museum of Art and his favorite pieces are Jackson Pollock's painting of ‘Shark’s Swimming in Soda’ (Untitled S) and the painting of the train going to Massachusetts (Anselin Kiefer’s ‘Lot’s Wife’).

Jack is the future audience for MOCA and the challenge is to make MOCA his favorite museum.

Judy

Judy is 50 years old and is a retired landscape architect. She lives on a farm near Hudson, which she renovated and has turned most of the land into a large landscaped garden. She travels once or twice a year. She is a widow with no children.

She enjoyed making art when she was young. Now she focuses on garden design. She supports the arts and young local artists. She enjoys going to and hosting art shows. She collects various types of art, but her favorite is classical oil paintings with confident brushstrokes and expression.

Robert

Robert is 45 years old and lives in Cleveland. He is the Director of a non-profit organization and plays golf on the weekends. He is an avid golfer and has never been to MOCA before.

IDEATION | THE AUDIENCE

Our development of user profiles started by broadly outlining likely audiences for contemporary art. The goal was to understand the lifestyle and art/culture preference and motivators for these individuals. Additionally, it was important to understand the challenges in reaching new audiences, as well as the current strategies that are seen as effective.

The final step was to work with MOCA to define key audiences that would be the focus of new branding and recruitment efforts. These users would most benefit from MOCA’s mission and are currently underserved by the region’s cultural infrastructure. These groups would feed the necessary growth in visitors to the ‘new’ MOCA.
John

John is 28 years old and is single. He is a graduate student in Cleveland area schools and a native speaker of Mandarin and fluent in English. He spends most of his time at school. He enjoys experiencing what Cleveland has to offer, as well as other US cities that he has not been to before.

He surfs the Internet for at least five hours a day. The Internet is his main source of gathering information. He is a Facebook fan of certain art related topics. Herbert has a music education background and love for all kinds of music, including classical, country, rock and roll, or pop. He visited Cleveland Orchestra four times this year. He has interests in visiting CMA for special exhibitions and is willing to learn about modern and contemporary art. Art museums are always on his must-do list when visiting new places.

Greg

Greg is a single 32-year-old architect who lives in Ohio City. He is an art and design lover, who regularly travels to New York to visit MoMA and the Guggenheim. He is also a CMA member and regularly attends gallery openings. A great day for Greg involves hanging out with friends, watching games on Sunday afternoon or checking out new restaurants. He is very interested in the overall experience of places and events, especially places that are walkable, vibrant and authentic.

Greg is a transplant to Cleveland, so his friends are his local family. He is not in a steady relationship, but enjoys meeting new people that share his interests. Greg is an ideal MOCA user, but the lack of a complete experience at the current location has been a barrier. The challenge is to get Greg to begin to anticipate the major changes at MOCA and make him feel like a part of the transition.

Derek

Derek is a married 35-year-old teacher at High School in Shaker Heights. He also coaches the chess and debate teams. Derek likes to take his class to trips to MOCA. He enjoys working with young people and teaching how to appreciate art. He would like to work with MOCA and his students in art projects, like street art. Derek calls himself a Clevelander and he loves the idea of having an artistic district in the city.

Satoshi

Satoshi is currently doing his master degree in Material Science at Case Western Reserve University and he is at the age of 24. He is originally from Tokyo, Japan. He as he would probably be leaving right after his studies.

He is an arts and music lover, and has attended many exhibitions. Volleyball is his home and as well. He loves movies...  

"We are interested in growing three key audiences; young professionals, families and college students."

MOCA staff member
### IDEATION | INTERVIEWS (UNDERSTANDING NEEDS + WANTS)

Innovative ideas are those that address an unmet need or create a new ‘frame of understanding’ that resonates with users. Understanding the unmet needs and ‘framing’ of the desired audience was an integral part of the ideation process. The team conducted nine in-depth interviews with potential users to gain a better sense of pain points, motivations, current patterns of behavior and perceptions of MOCA. These interviews generated data that became a launch pad for new ideas that directly spoke to the user.
(visiting MOCA) was pretty fun...there was this really gooey thing...there’s these four little doors where you couldn’t see into them and you’d stick your hand in them and write descriptions of it and the 3rd one, it was disgusting, it felt disgusting, it smelled disgusting." 10 year old MOCA visitor
"I don't really have an impression of MOCA...but aren't they building a snazzy new building?"

S. corporate HR VP
"My friend’s restaurant held a fashion show to promote an a new store opening. I went with a bunch of friends and we made a night of it...it was very cool."

M. marketing manager
IDEATION | GENERATING CONCEPTS

Informed by the interviews, the team conducted a brainstorm session. New ideas were plotted on a chart categorizing them as communications, products, experiences/interactions and systems/social changes. This arrangement created context for each idea and helped generate variants that fulfilled other categories. In addition, ideas that were technology-focused were noted and considered to be part of the ‘Platform for Connectivity’ challenge. A total of forty-two ideas and descriptions were created, each inspired by user needs and intended to address specific problems.

A sampling of the ideas were presented to the MOCA team as examples of how the team translated its research into actionable ideas.
IDEATION | EXPERIENCE PROTOTYPING

Each team member chose an idea and created a more detailed description. The five ‘prototypes’ included interactive MOCA, Mobile MOCA, Pop Up MOCA, Mocha MOCA and MOCA | University Circle Arts District. These ideas were chosen because they were interesting to the team members, who were challenged to select one for further development during the remainder of the project.
IDEATION | PRESENTATION + EVALUATION

Our team was being pressed to select an idea to develop over the remainder of the semester, however we had not yet done a full presentation of ideas to MOCA. We thought it was important for the client to understand their options and have an active role in evaluating and refining the direction(s). Our new challenge was to develop a method of communication that would foster understanding and build ownership.

We decided to develop a deck of cards and a series of games that would allow the MOCA team to interact with the ideas and to further develop them in a co-operative and productive way.
"The supreme accomplishment is to blur the line between work and play."

Arnold Toynbee

IDEATION | CARDS + GAMES

Forty eight cards were designed to enable understanding, evaluation and decision-making. Each card had an image of the idea on one side and copy on the opposite side. The deck included eight categories of ideas (Awareness, Collaboration, Education, Events, Family/Kids, Product, Technology and Wild Card) and six evaluation measures based on the problems stated in the brief and relative cost. The measurements were added to form a card score (which are 50/50 even/odd to enable Uno-like games).

The deck was designed to anticipate certain types of games, but is intended to be open-ended, allowing future games to be developed. It quickly became apparent that the cards were our product, as they enable a group of people to generate and evaluate countless ideas and variations.
IDEATION | PLAYING THE GAME

On March 22nd the WSOM team met with the MOCA team. The purpose was to discuss the status of the project, describe the cards and play a game. Four MOCA staff members and one WSOM team member participated, the other team members facilitated, filmed the interaction and took notes. The game was ‘MOCideation’ which is intended to familiarize the players with the ideas, to encourage interpretation and to generate new ideas by connecting multiple ideas. This game rewards building on ideas and discourages shooting them down. It was designed to be very intuitive and has a few simple rules to ensure that the learning curve is short. The game generated over a dozen new ideas in thirty minutes. These ideas were presented in rich detail by individuals who had not yet been exposed to the cards/game/ideas. A healthy collaborative/competitive spirit was evident among the MOCA team.
"These cards are terrific...we intend to use them as a planning tool at the beginning of each season."

MOCA staff member
MODELING | CONCLUSIONS

In the Design Brief the WSOM team identified three primary problems: the need for improvement of brand awareness that better positions MOCA in a saturated marketplace, the imperative to create sustained audience growth and to aid in the planning of a sustainable technology infrastructure. The cards + games provide over forty solutions to these problems, and a method for generating and evaluating more solutions. This 'product' provides a means for creating a deeper understanding and ownership of the ideas, while enabling another vehicle for collaborative interaction among the MOCA staff.
MOCA Meeting 3/31

Team loves the MOCA Cards
- will use at the start of every planning season
- encourages conversation to build on ideas
- for branding, budgeting, partnerships
- enables them to measure the strength of ideas

What came out of the Cards:
- MOCA needs a teaser campaign
- About 3 months before building opening
- Across 3 target markets – Young Professionals and Families most important
- To get attention & build anticipation
- New website May 2012
- Open date October 2012
- Needs to be fun & interactive
- Generate word of mouth
- Leverage billboards
  - Burma Shave + text messaging
  - Call to action
- Viral videos
- Light installation art with messaging
- Target & National City print campaigns
- Contemporary art museum in St. Louis
- Contemporary art is forward looking – before the artist is famous

Brainstorm After Meeting:

M
Must – Make – Move – Motion – Motivate – Myth – Mark – Meet – Move

O

C
Cultural – Community – Connect – Customer – Collaborate – Consume – Conceive – Create –
Cultivate – Cohesive – Clean – Club – Close – Compel – Curious

A
Advantage – Achievement – Awesome – Abstract – Affect – Ambiguous – Aesthetic – Absorb –
Accept – Appreciate

Fall – Fall Back? – Never – Look Forward – MOCA

MODELING | TEASER CAMPAIGN

The MOCA and WSOM teams agreed to a final deliverable of a teaser campaign focused on the opening of the new building in October of 2012. The goal is to develop a one-to-three-month campaign that builds awareness, excitement and community ownership. The MOCA staff discussed a preferred tone and encouraged the WSOM team to think broadly about the possibilities.

*This book was printed prior to the completion of the teaser campaign proposal(s). The following examples are preliminary and do not represent a comprehensive proposal.*
MODELING | #1 DIRECT APPROACH

This approach is a literal countdown to opening. A computer desktop widget and a smart phone app supplement onsite dynamic signage. The widget would be downloadable and would include a live webcam image of the construction site along with the countdown clock. The App would be a live ‘home screen’ clock that is a continuous reminder of the approaching date. The site-specific sign would be part of the construction barriers and would be strategically placed to frame the building (like the webcam). A similar look and feel would connect each part and allow onsite, at home and on the go reminders of the museum opening.
MODELING | #2 GUERILLA

This would include a series of co-branded billboards that would mysteriously transform over the four weeks prior to the opening of the museum. This approach would involve sponsor companies and contemporary artists. Ads on strategically located billboards would be designed to reveal the opening of MOCA through the creation of a work of contemporary art. The changing image would call attention to the sponsor making their investment worthwhile, while creating a symbolic surprise at the end of the campaign.

Our recommendation is to run both campaigns, using #1 to ‘throw-off’ the viewer, enhancing the surprise of #2.
MOCA INTERNAL TEAM

Jill Snyder, Executive Director
Jamie Hardis, Director of Exhibitions
Tom Poole, Director of Communications, Senior Designer
Megan Lykins Reich, Director of Exhibitions and Associate Curator

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WEATHERHEAD SCHOOL OF MANAGEMENT
DESIGN IN MANAGEMENT FACULTY

Professor Richard Buchanan
Associate Dean, Professor Fred Collopy

design.case.edu
WEATHERHEAD SCHOOL OF MANAGEMENT
MOCA PROJECT TEAM

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Cara Gilmore – Current MBA student of WSOM concentrating in marketing and strategy. Currently Marketing Committee Chair for Ohio City NW Development’s Weekend in Ohio City event. She has past experience in fashion merchandising management (MaxMara, Strenesse, and American Eagle Outfitters). Was active in the art community in Pittsburgh, working with the Sprout Fund on their annual Hothouse event and the Academy of the South Side. clg70@case.edu
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Bernardo Orellana Heredia – Current MBA- MS Finance Student of WSOM. Vice President of communications for the Graduate Business Student Association and President of Cleveland Student Housing Association. He is originally from Ecuador where he completed his undergraduate studies in Marketing and International Business. Has experience in price management, microfinance in non-profit projects in the Ecuadorian Andes and customer service. ebo6@case.edu
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Shao An Wang - Current second-year MBA student at WSOM and a member of Net Impact. Studied finance, with a minor in information management as an undergraduate. He has experience working in the financial industry in Taiwan, which included two years with the Cash Equity Operation Team at JPMorgan Taiwan. In addition, he spent one year on a sales & trading team at a local stock brokerage. sxl347@case.edu
216.482.4726
It has been amazing to see how many valuable ideas have been generated from the original MOCA cards. I can't wait to see our ideas executed!

— Cara Gilmore

It is difficult to imagine a more worthwhile investment of time, energy and thought. Thank you for the opportunity to be a part of such an important event in the region's history!

~ Bernardo ~

MOCA Project Experience

Before the Project: ?? ?? ??

In Between: We could do this, do that... or do everything?

Now:

- Issue
- Problem
- Idea
- Brainstorming
- Wrap up
- Tag the hashtag
- Design

Still not sure if it is right or wrong ??

— Steve H. Wu

We have been having a great time and learning a lot. I hope that our project has been fun and enjoyable for everyone involved.

He has been wonderful and has helped us immensely. Thank you so much for your contribution and support!

— Stephanie H. McGinnis, MOCA Team Member

Wish you all the best in your future endeavors!