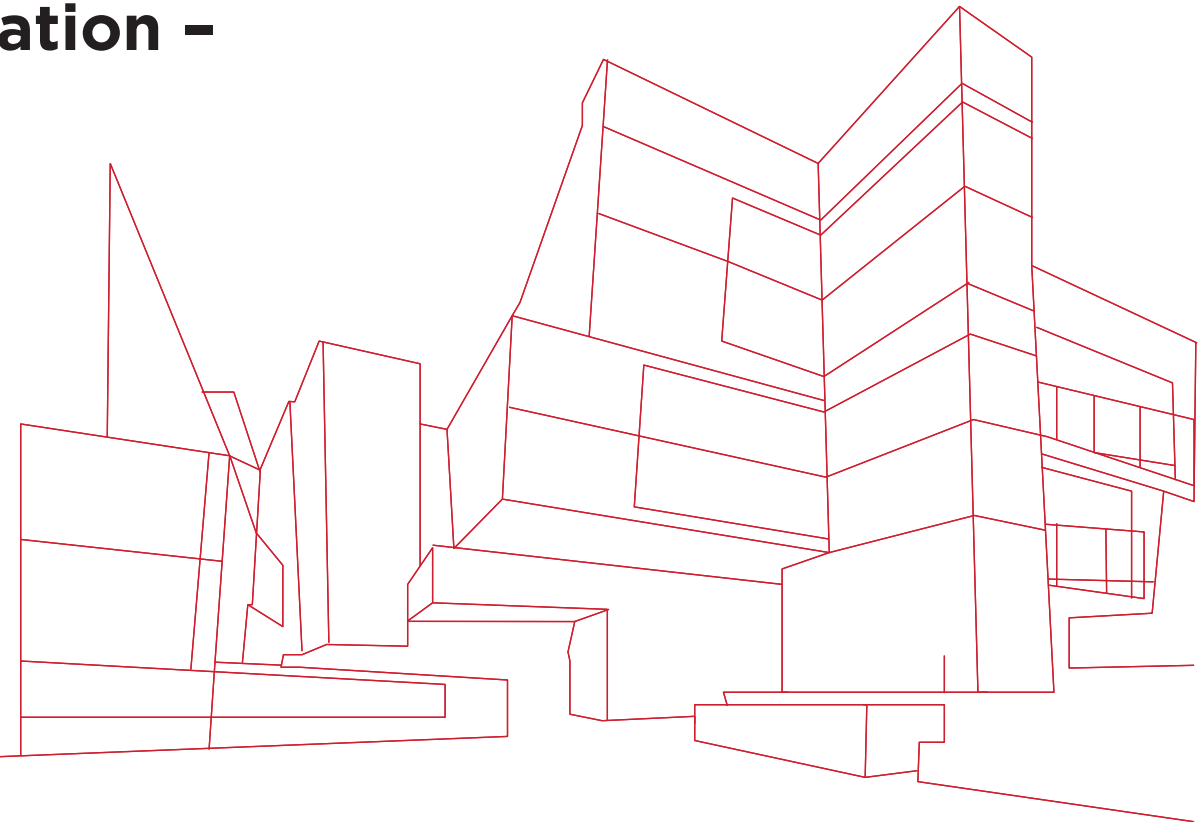


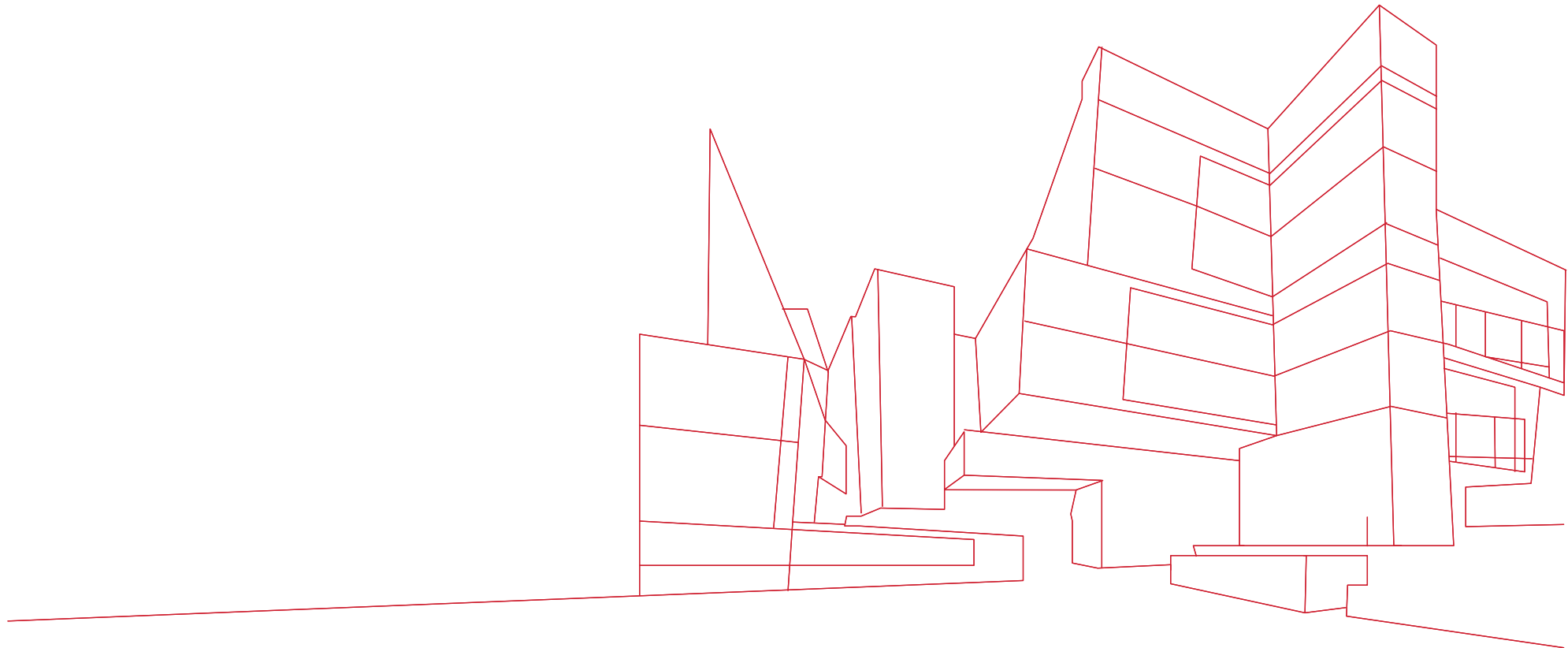
Applying Design Thinking for Business Model Innovation for a Nonprofit Organization – Case Study: Art á la Carte

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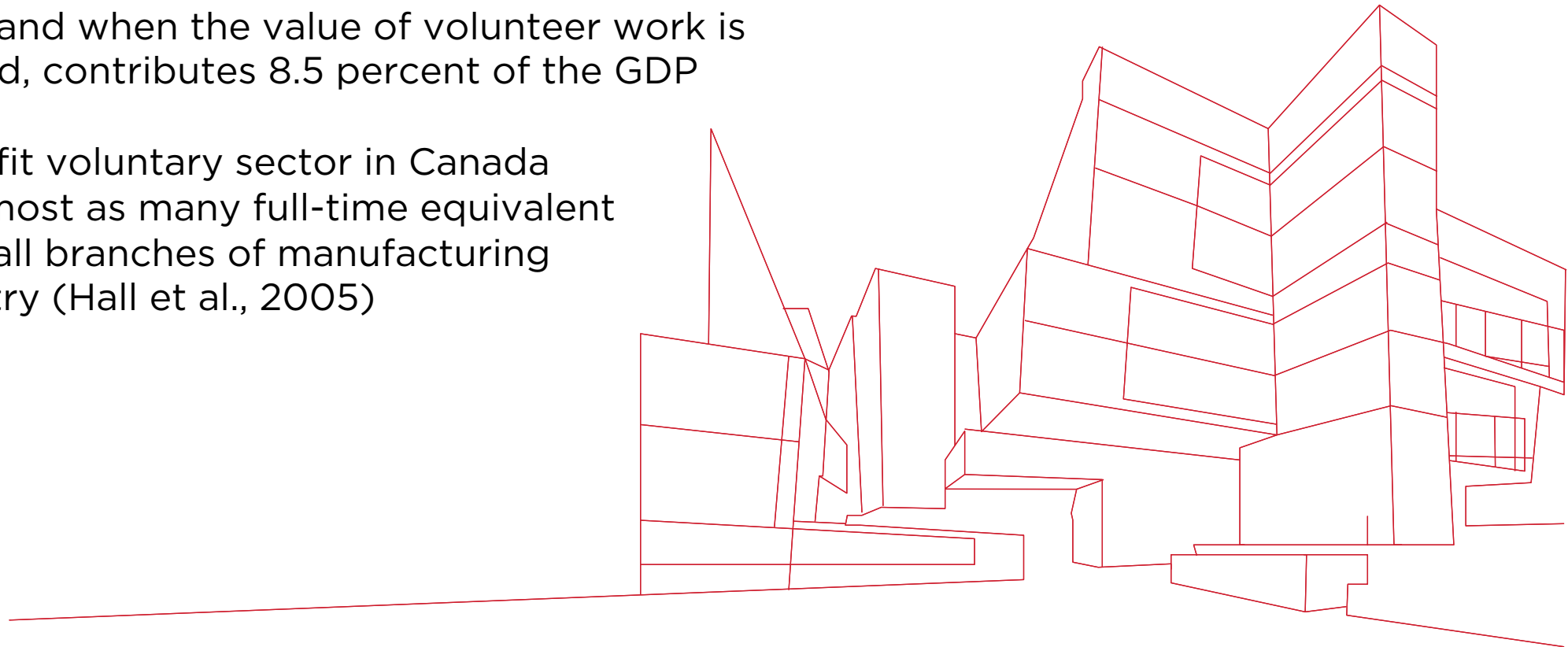


Many nonprofit organizations are working within a business model and communications paradigm that has remained unchanged for decades.



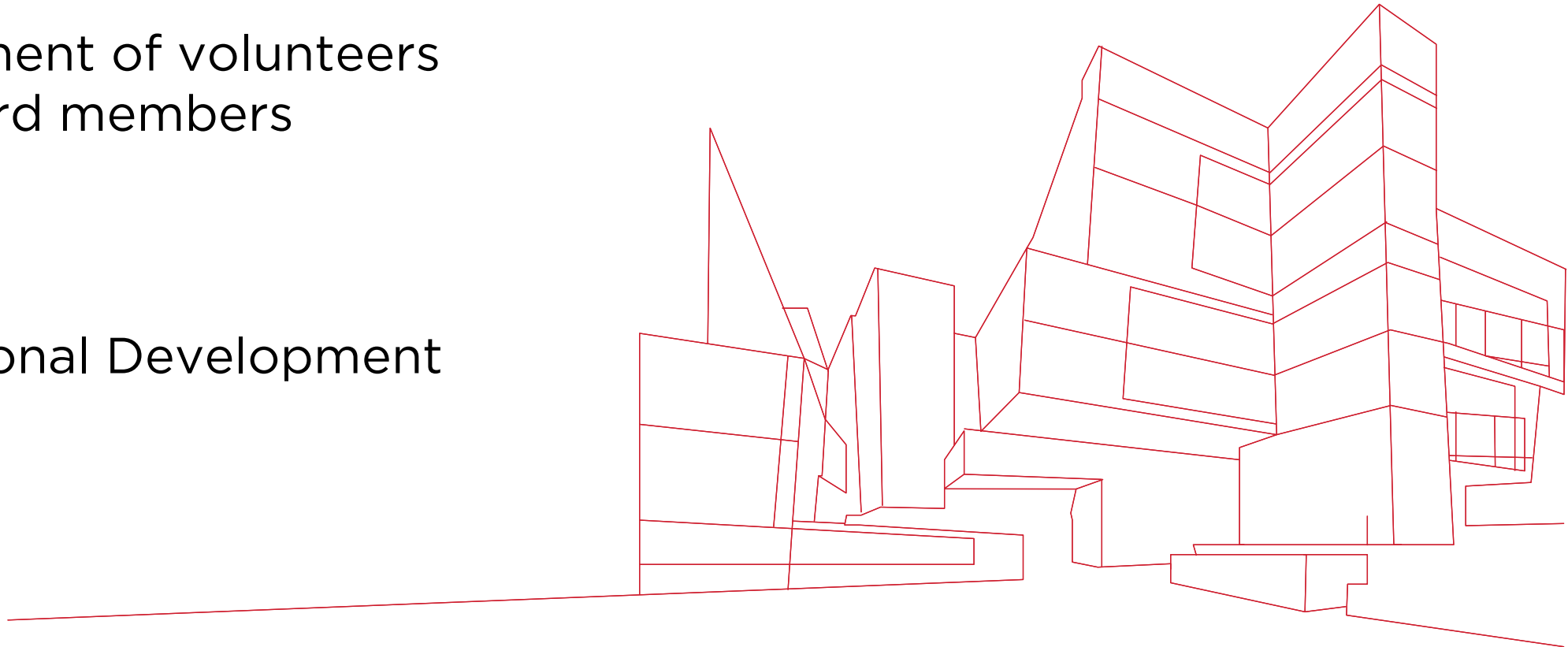
Not-for-Profit and Voluntary Sector in Canada

- Canada has one of the largest and most vibrant nonprofit and voluntary sectors in the world (Hall, Barr, Easwaramoorthy, Wojciech Sokolowski, & Salamon, 2005)
- The nonprofit and voluntary sector accounts for 6.8 percent of the GDP and when the value of volunteer work is incorporated, contributes 8.5 percent of the GDP
- The nonprofit voluntary sector in Canada employs almost as many full-time equivalent workers as all branches of manufacturing in the country (Hall et al., 2005)



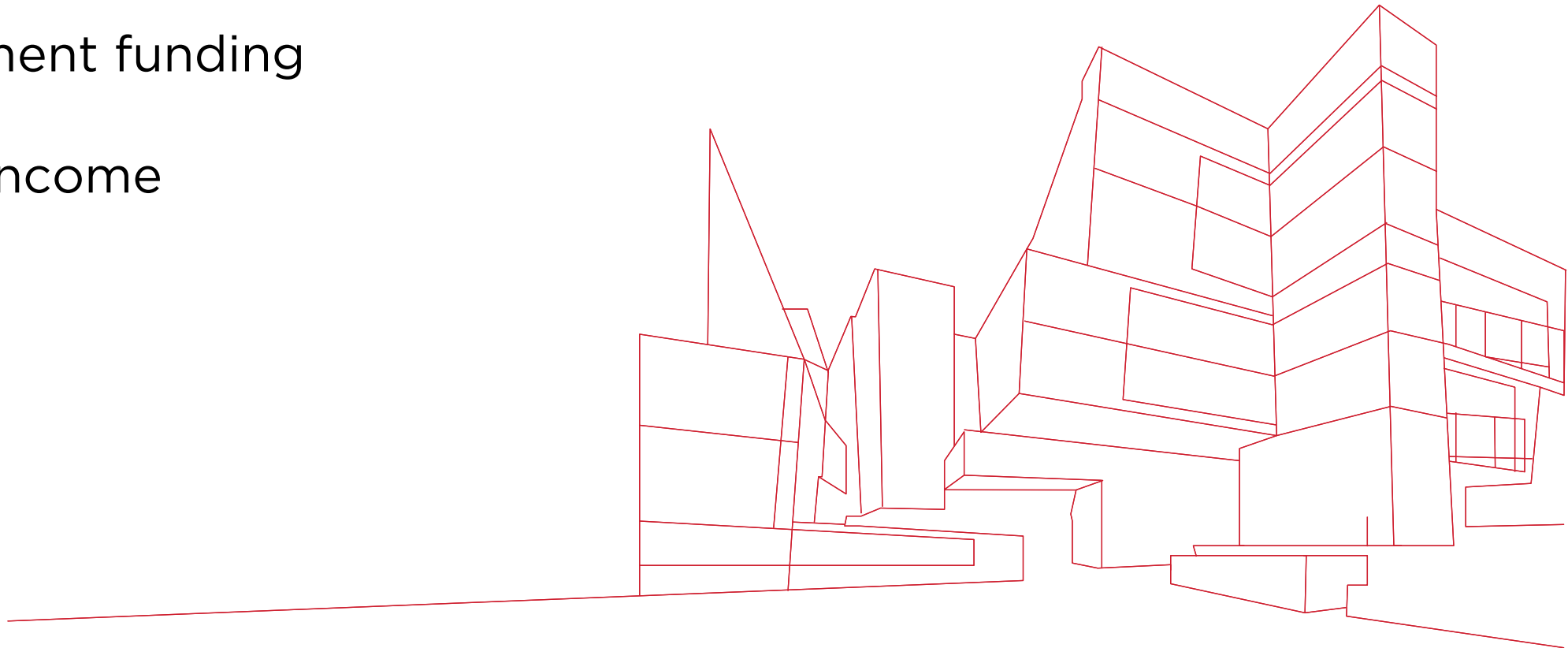
Challenges

- Planning for the future
- Recruitment of volunteers and board members
- Funding
- Professional Development



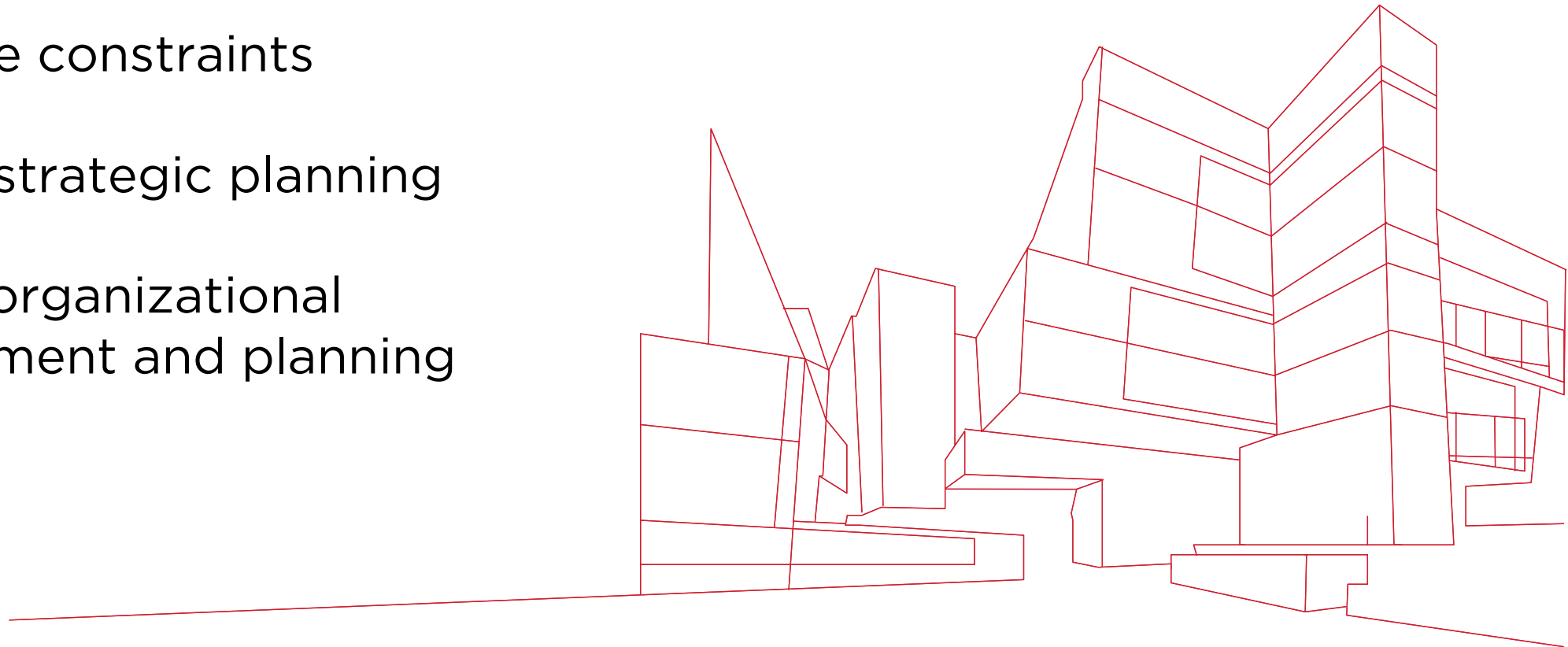
Primary Sources of Revenue

- Charitable donations
- Government funding
- Earned income



Strategic Planning and Development

- Capacity issues
- Resource constraints
- Limited strategic planning
- Lack of organizational management and planning



Design Thinking

- Reframing process
- Solution- and action-focused mindset
- Platform for innovation



UNDERSTAND THE PROBLEM

EXPLORE THE POSSIBILITIES

IMPLEMENT THE SOLUTIONS

LISTEN
LEARN
FEEL

AUDIENCES
NEEDS
INSIGHTS

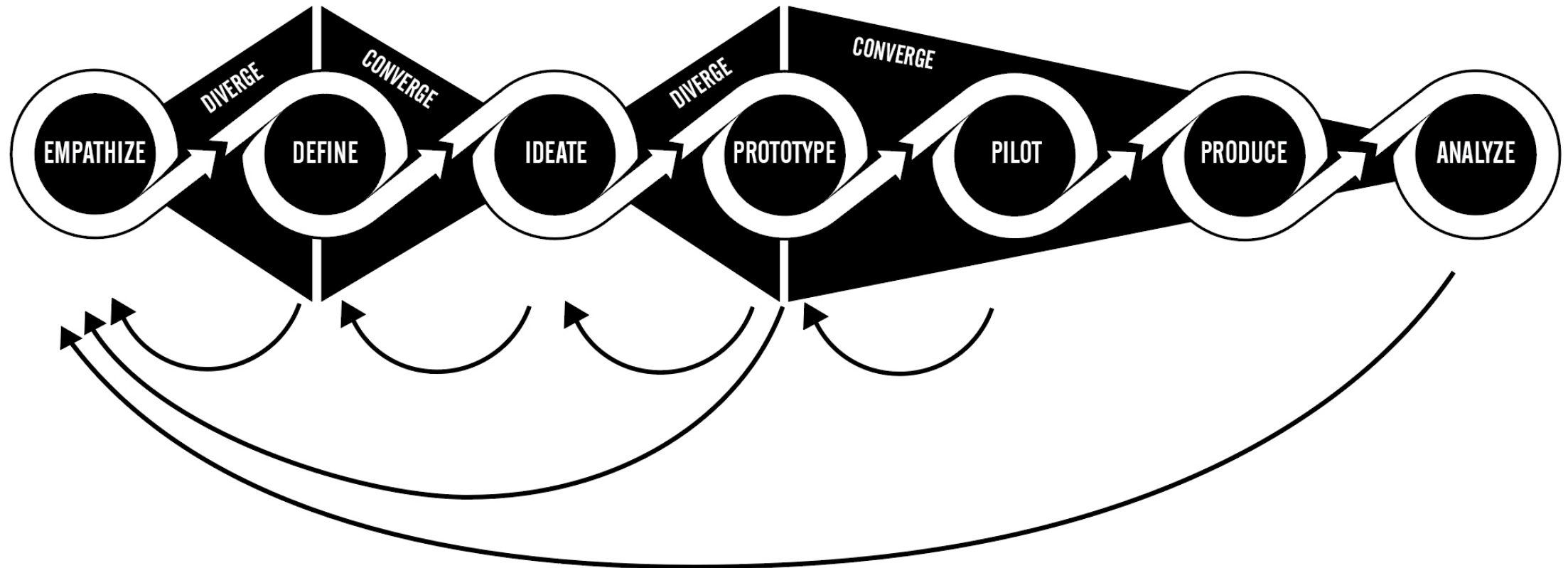
IDEAS
POSSIBILITIES
YES AND, YES AND...

BUILD
LEARN
UNDERSTAND

TEST
EVALUATE
MEASURE

IMPLEMENT
MANUFACTURE
COMMUNICATE

MONITOR
MEASURE
REPORT





art à la carte

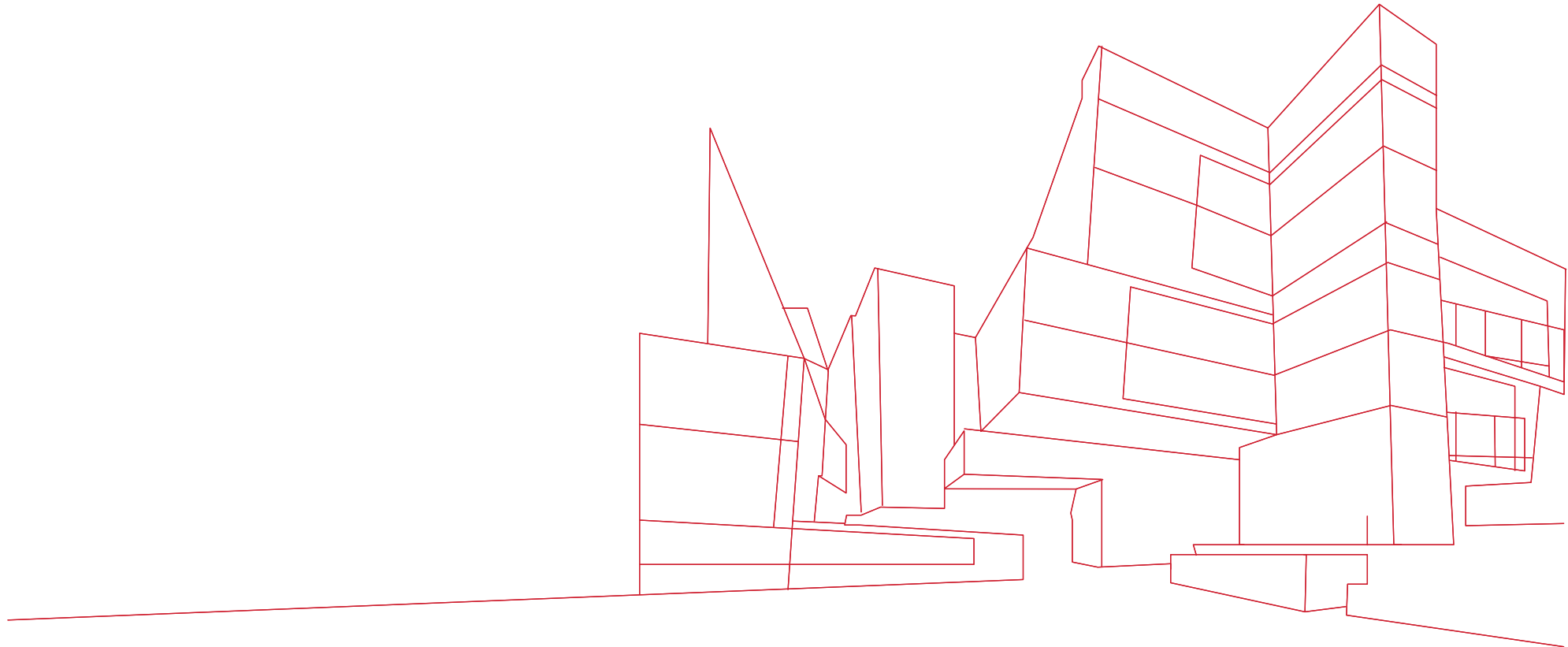
art. conversation. comfort.

- Artwork and art activities for critical care patients and patients waiting treatment
- Over 90 volunteers
- Over 63,000 volunteer hours
- Over 400,000 patients served



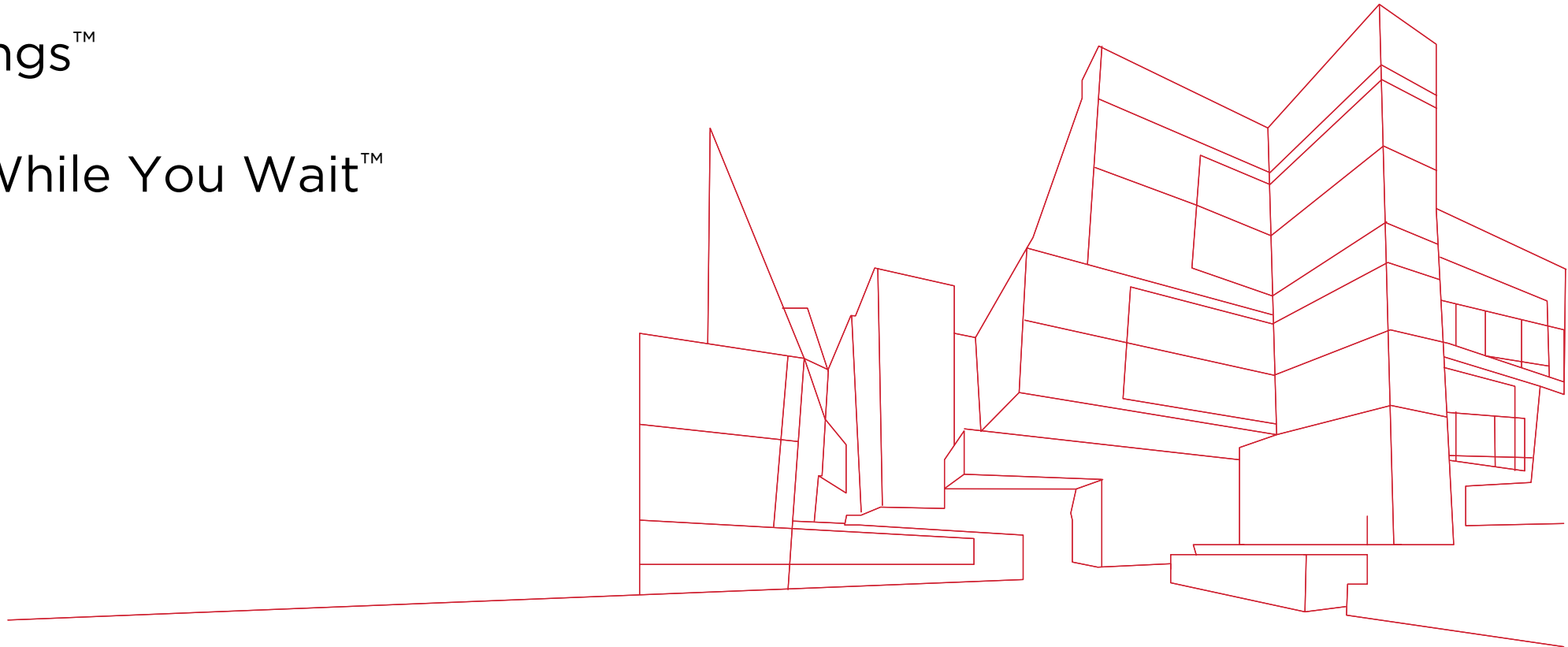
Art a la Carte perception of problem

- We need a new website



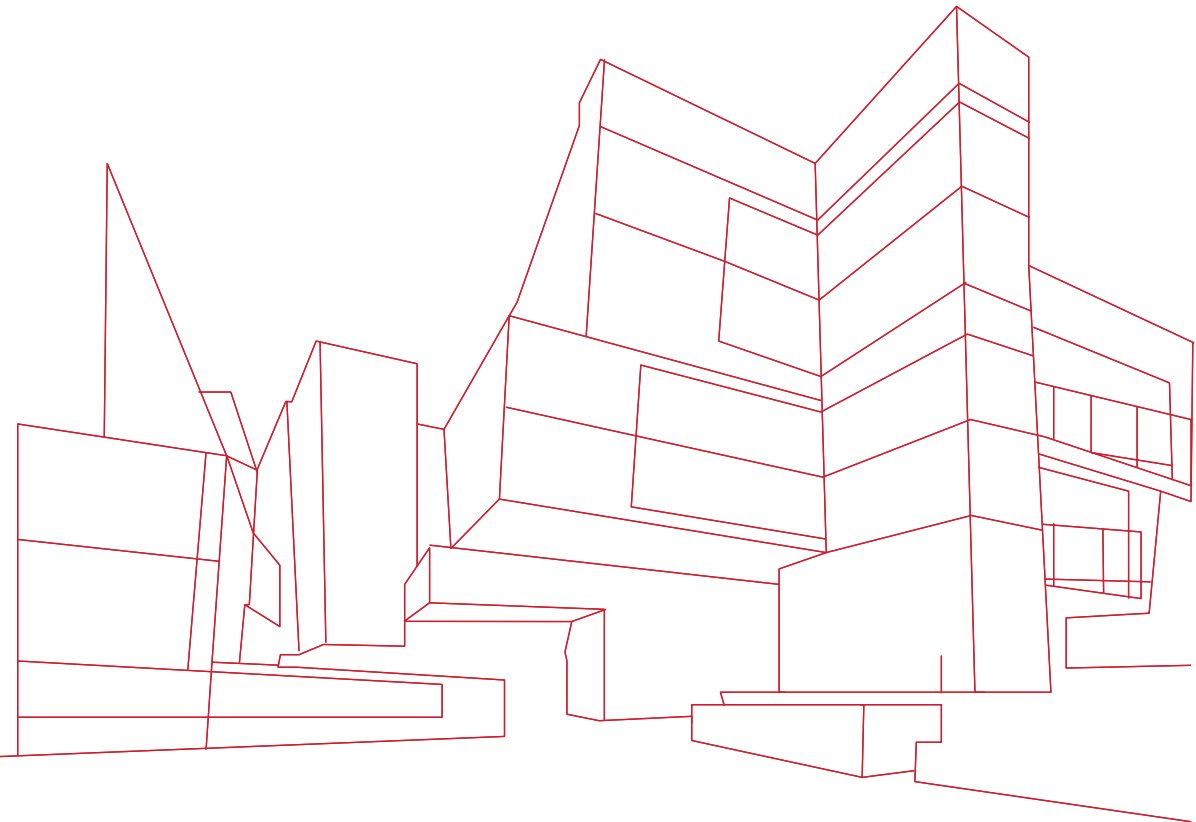
Art a la Carte offerings

- Bedside Program
- SkyCeilings™
- Create While You Wait™



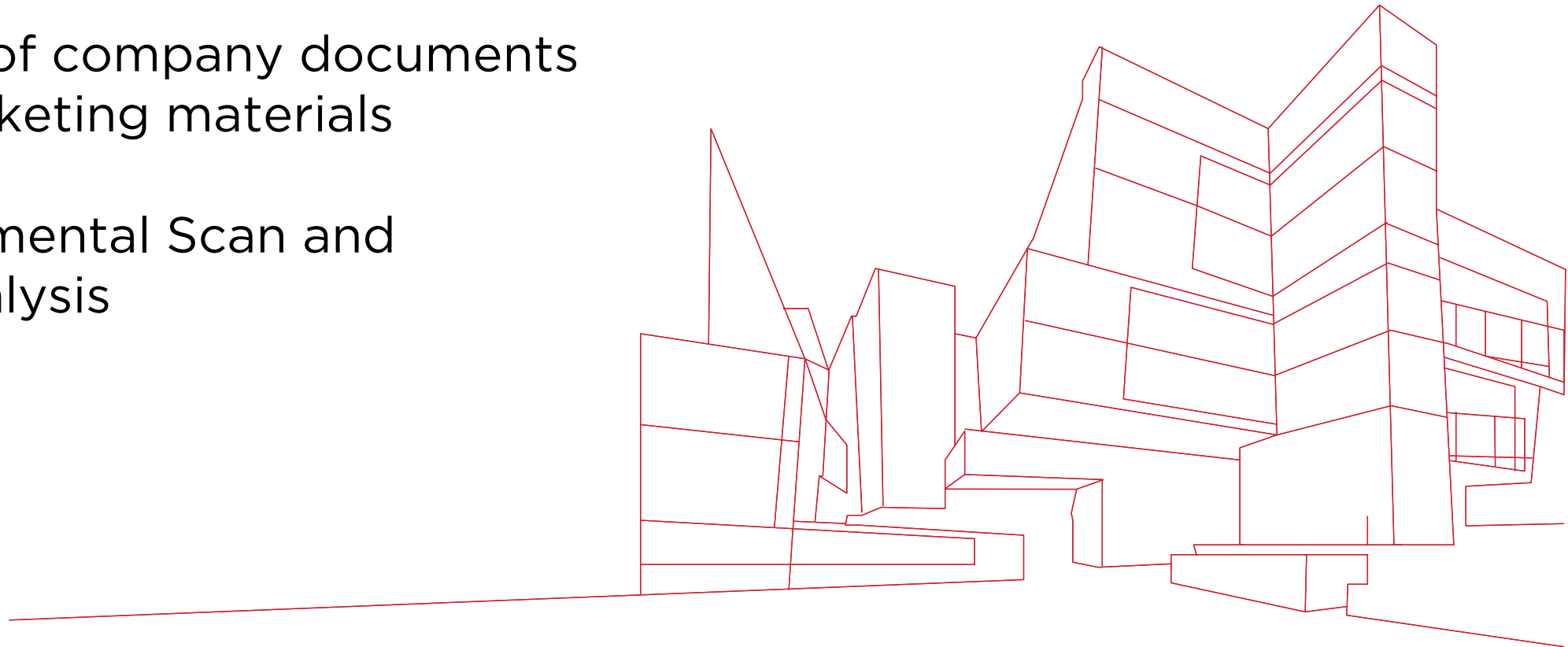
An Organization in Crisis

- Sharp decline in charitable donations and grants
- Staff and volunteer burnout
- Approaching critical business failure
- Need for significant business model innovation



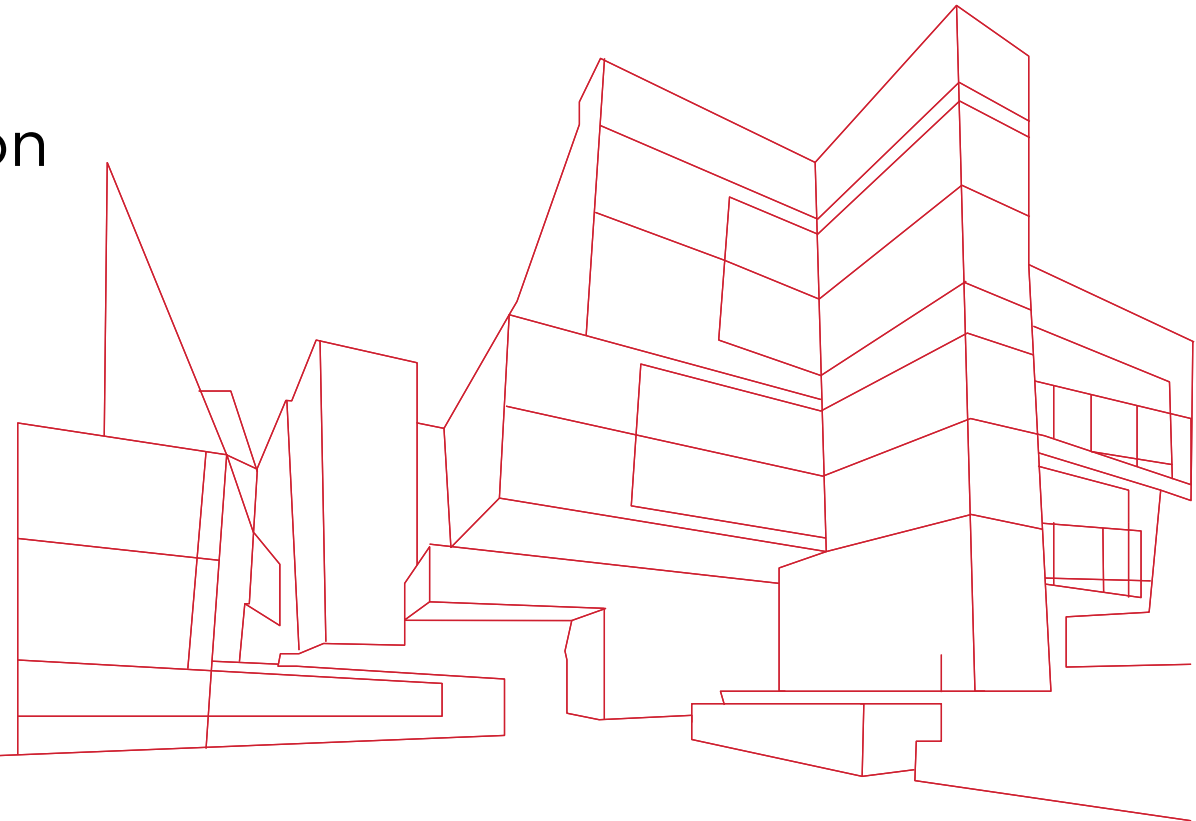
The Discovery Process

- “Coffee Talk”
- Review of company documents and marketing materials
- Environmental Scan and Gap Analysis



Why Workshop

- Why is core to brand
- Why is central to understanding an organization's value proposition
- Connects on an emotional and human-centered level
- Enabler of belief creation and behavior change



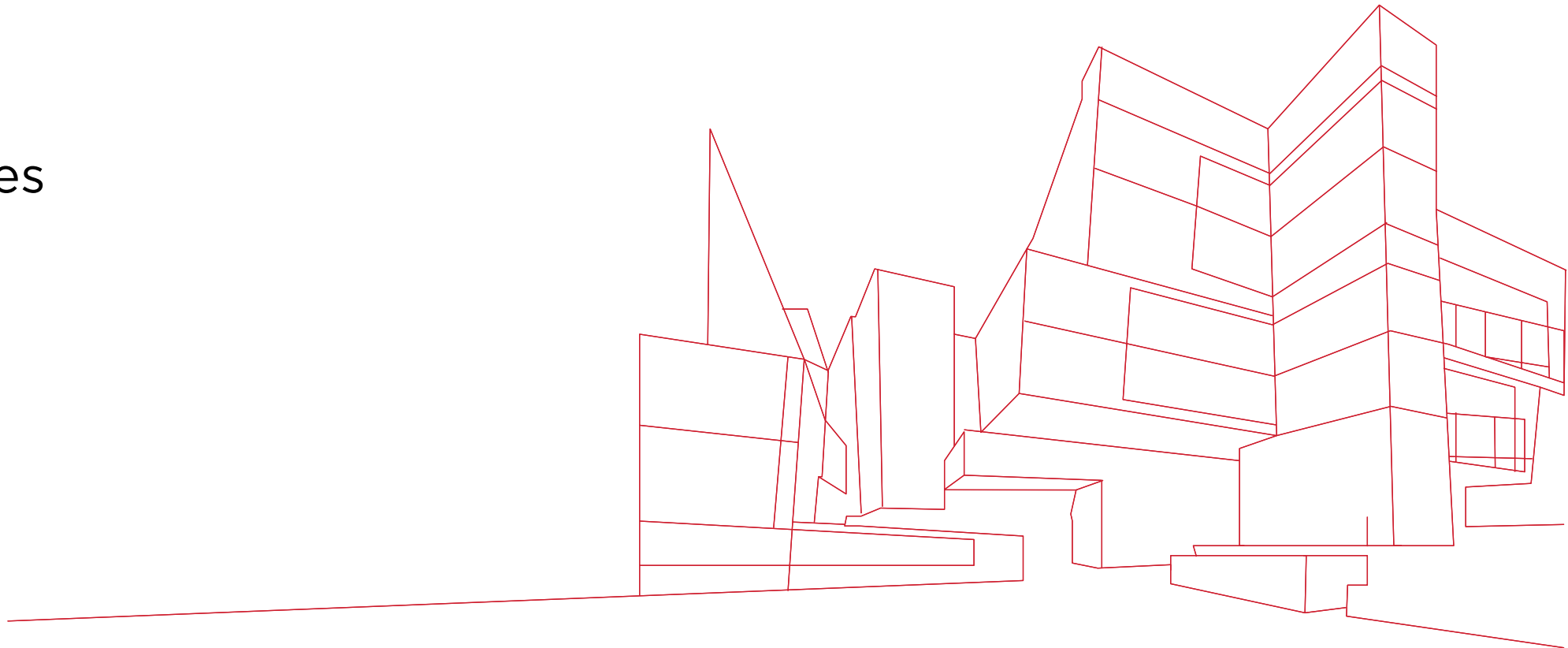


Strategyzer™

- Business Model Canvas
- Value Proposition Canvas

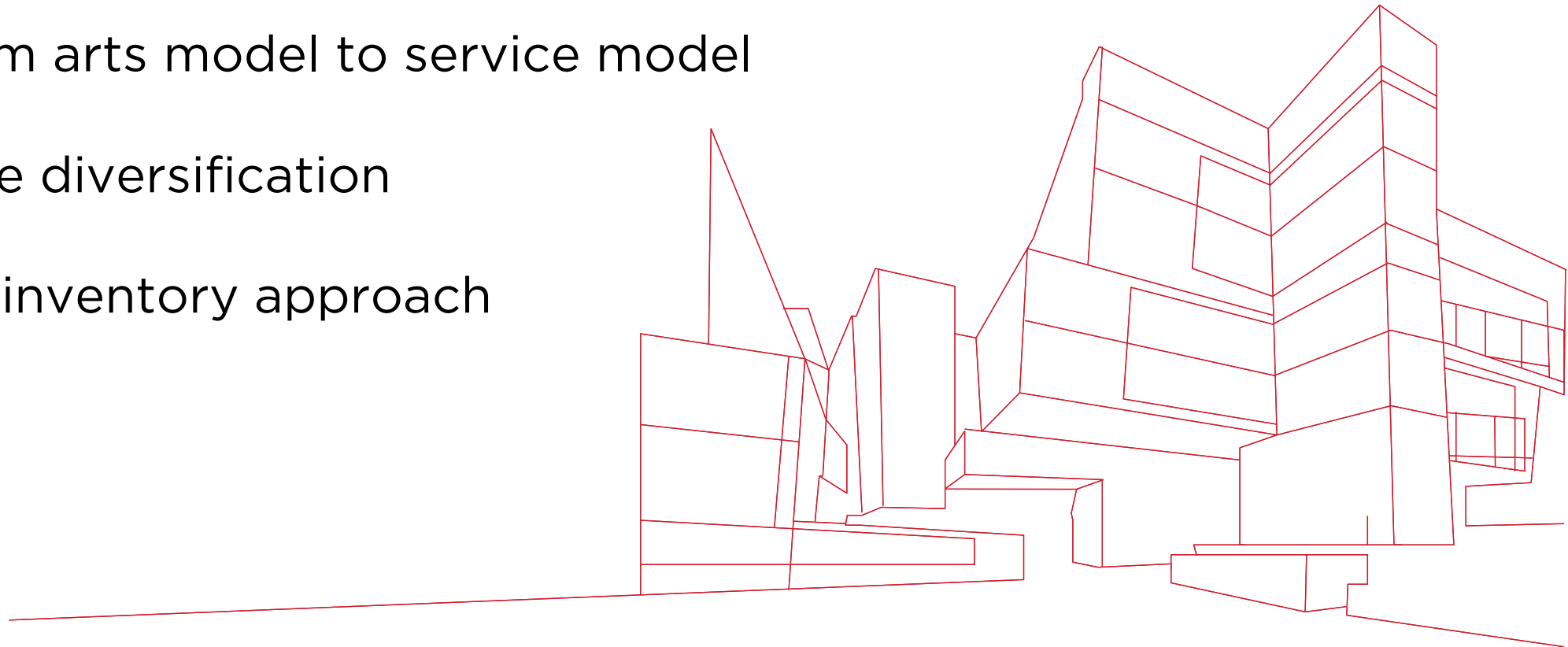
Possibilities Workshop

- Revenue generation
- Support
- Resources
- Services



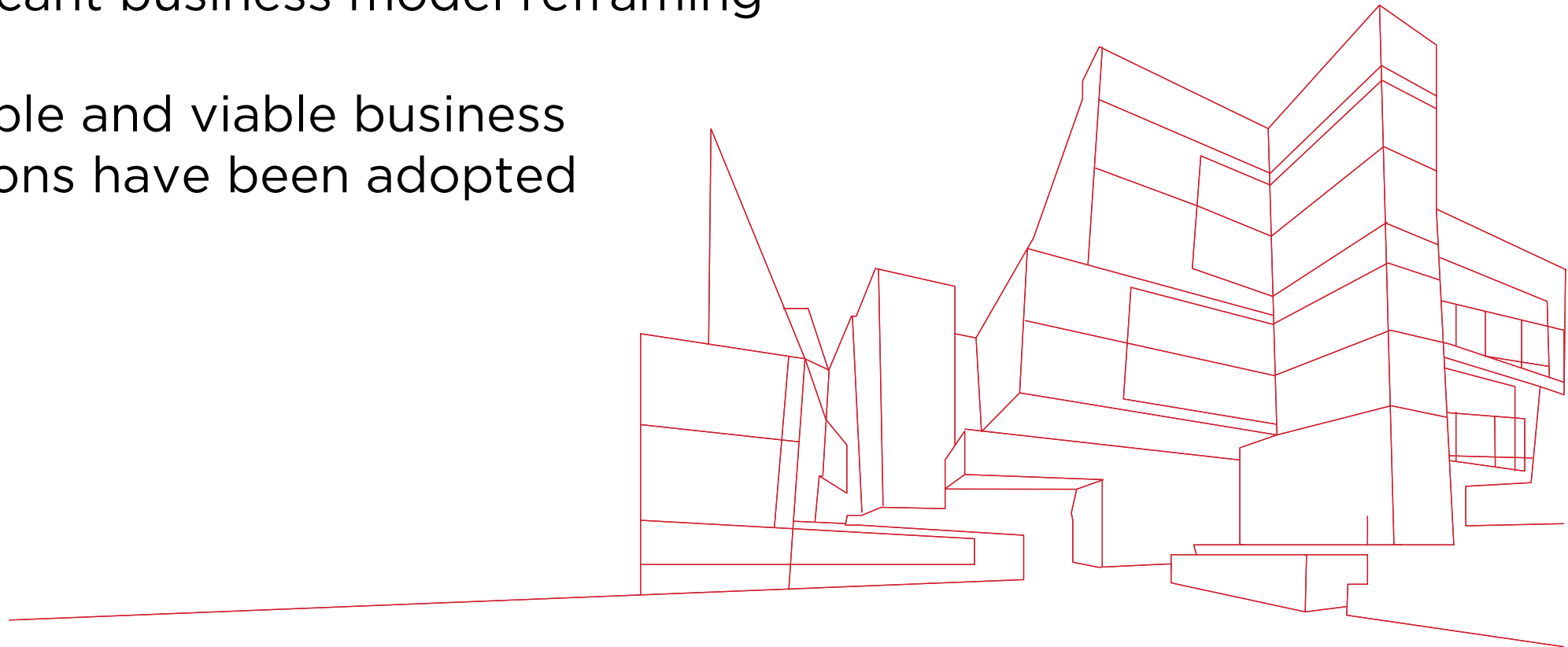
Reframing the business model

- Step back and see the greater opportunity
- Shift from arts model to service model
- Audience diversification
- New art inventory approach



Conclusion

- The design thinking process resulted in significant business model reframing
- Achievable and viable business innovations have been adopted



Questions

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