

A satellite map of the Hawaiian Islands, showing the main islands and surrounding waters. The map is overlaid with a dark teal color.

ARCHIPELAGO PROJECT

Proposal for Strategic Experience Masterplan

Ralph Appelbaum Associates | April 2016

RAA

Planning Design Media

Dimitris Zoupas
Greek Ministry of Culture and Sports
20 - 22 Bouboulinas Street
Athens
Greece

31st March 2016

Dear Dimitris

Thank you for your invitation to submit a proposal for the Archipelago Project.

From our discussions with you to date, we believe this is a uniquely important project, arising at a moment that is full of potential for Greek heritage, culture and tourism. We are excited by the vision and ambition of your project brief, which reflects an unparalleled opportunity to revitalise the rich cultural heritage of Greece and the Cycladic islands and foster contemporary cultural dialogue through creating a connected, social and sustainable visitor experience across a series of museums and ancient sites. Through this project, we can explore and discover ways to make archaeological history relevant, drawing on the past to inspire the future.

We are therefore delighted to enclose RAA's draft proposal for a Strategic Experience Masterplan.

After careful review and consideration of your Archipelago Project Brief, we believe that this key strategic stage of work will lay the foundations for the project. Working collaboratively with you, with the Ministry of Culture, with the Ephorate and with your stakeholders, we will together define and develop the project holistically, considering it from a comprehensive series of perspectives: cultural, social, commercial, operational, physical and digital.

We will establish the project vision and its key parameters, identify guiding principles and a strategic framework for development, and capture the outcomes in a key strategic document that will be an invaluable tool for you in confidently taking the project forward into its next stages of development. Most importantly, we will work closely with you to determine the next steps towards making the project a reality. We will establish a plan for phasing and implementation, and engage your project team, stakeholders and funding partners to share the vision for bringing the project to life.

We would be very pleased to discuss this proposal further with you, to ensure that it meets your aspirations and needs for the Archipelago Project.

We look forward to hearing from you.

Yours sincerely,



Phillip Tefft
Director of UK Operations, RAA



“The Cycladic islands, with their heady mix of remoteness, exoticism, myths, archaeological remains and divine climate have long captured the imagination of travellers.”

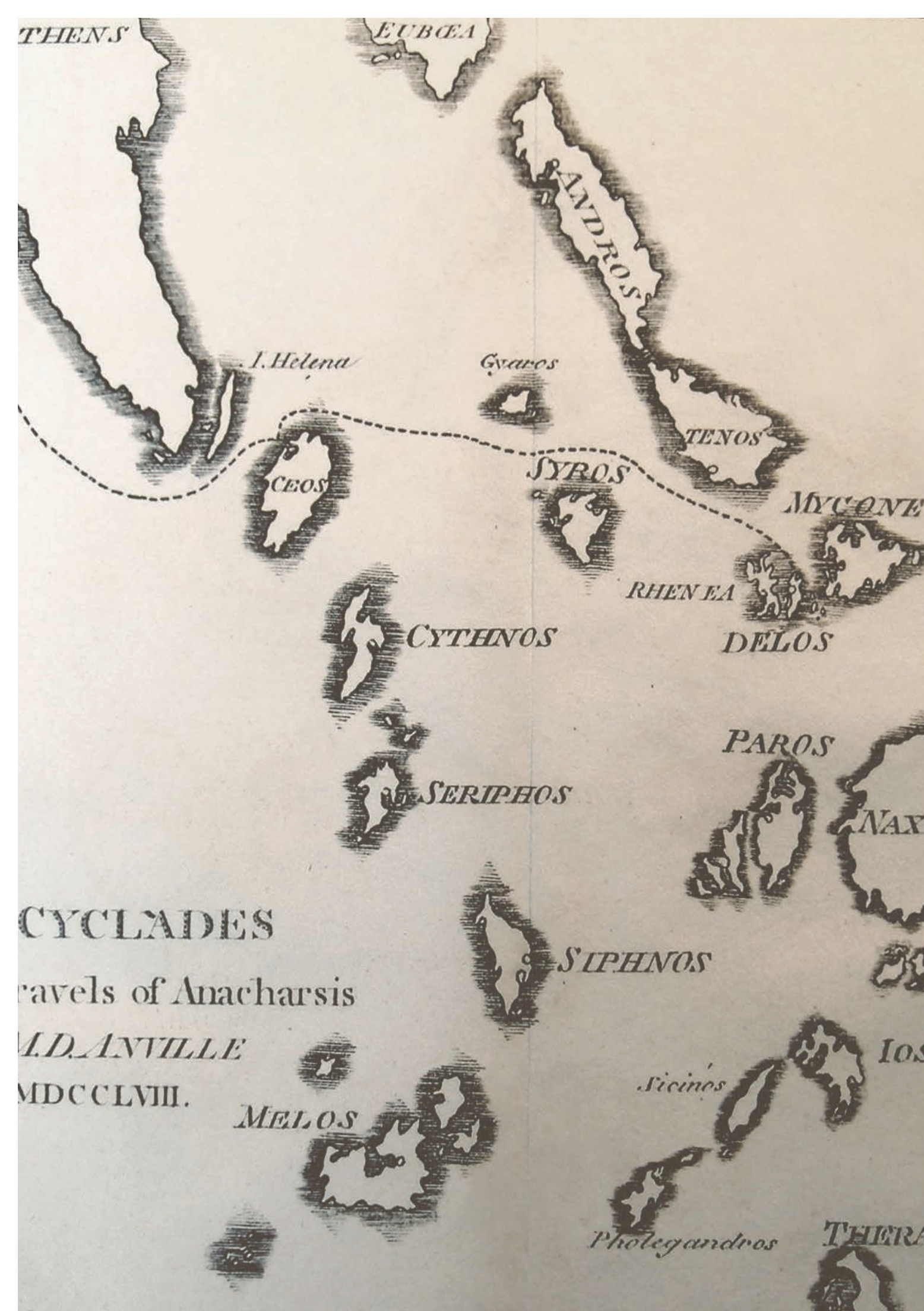
- Ina Berg, Classical Cyclades Scholar

Set like a ring of jewels in the Aegean, the Cyclades are the birthplace of a culture that weaves together myth and ancient history: the famous Cycladic civilisation.

At a moment of unparalleled opportunity in Greece’s history, the Archipelago Project is uniquely positioned to bring together five of the Cycladic islands to create a mesmerising journey for locals and visitors alike – and establish a template for Archipelago Plus.

Through a compelling and connected series of experiences, our journey will travel through Greece’s rich ancient heritage and forward to meet the present day, creating and nurturing future forums for cultural dialogue and events, growth and exchange.

Each island is a chapter in the story.



We understand the following key project goals for the Archipelago Project:

1. ESTABLISH A UNIQUE, CONNECTED DESTINATION

Create and communicate a common identity for the Archipelago sites, through a strong proposition, sensitive yet vibrant architectural and exhibition design, compelling and connected experiences, and innovative digital communications.

2. NARRATE THE RICH HISTORY OF THE CYCLADES

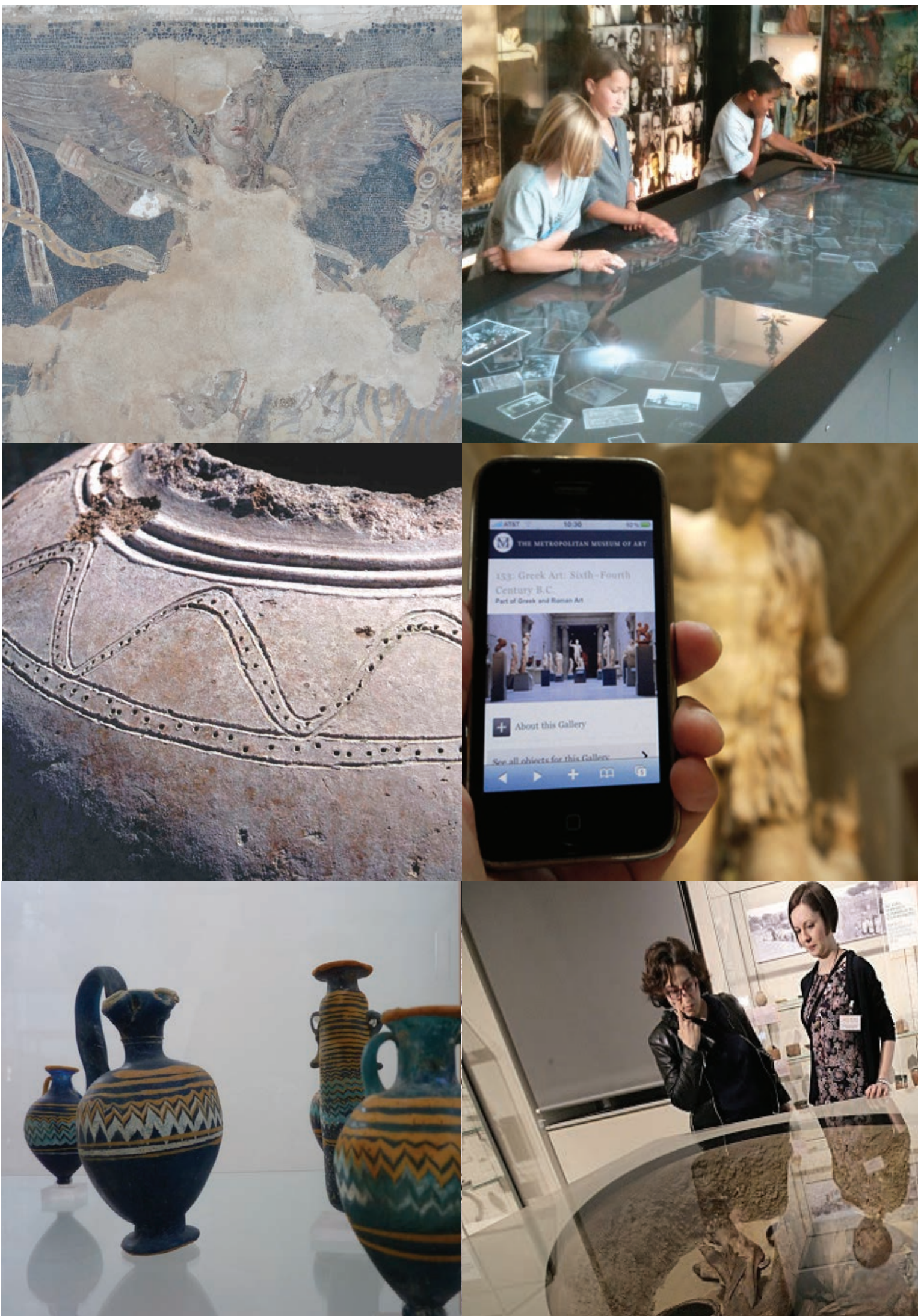
Connect the museums across the five Cycladic islands to tell a connected story, each from a unique angle. How does the archaeology of each island complete part of the picture of ancient Greek and Cycladic history? And how can we tell the story of the spaces between the islands, which connect and separate them – the story of travel, trade and the sea?

3. ESTABLISH A SUSTAINABLE REALITY

Through active engagement with communities and stakeholders, lay the foundations for a network of institutions that is financially and operationally sustainable – creating jobs, welcoming touring exhibitions, providing an engaging retail offer, protecting valuable collections, and providing functional, well-maintained facilities for locals, visitors and staff alike.

4. EDUCATE AND INSPIRE CULTURAL DIALOGUE

Reveal the cultural heritage of the Cyclades to visitors of all ages and backgrounds, from local Greek communities to tourists from abroad. How does this history relate to us today? How can these museums come together to create a social forum inspired by their heritage, a meeting point for cultural exchange?



The right moment

The Archipelago Project is uniquely positioned to act as a catalyst at a moment of great potential, both within Greece and in the broader context of European and global cultural tourism.

The current shift in global tourism towards a new appreciation of culture and heritage opens up new possibilities for Greece to tell its stories to an engaged and curious audience, creating new awareness and appreciation for historic and contemporary Greek culture. Cultural tourism accounted for 37% of world tourism in 2012 and is growing by around 15% each year. As UNESCO's Director-General notes, "every tourist must be a custodian of world heritage, an ambassador of intercultural dialogue".

Within Greece, the time is also right for a renewed commitment to revitalising Greece's rich cultural heritage – reshaping a sense of Greek cultural identity; protecting historic collections; and nurturing social, cultural and economic growth. Through engaging both local communities and cultural institutions, we can foster a deeper sense of connection to the past and create new forums for cultural dialogue.

Why undertake a Strategic Experience Masterplan for the Archipelago Project?

This conceptual development phase of the Archipelago Project will set in motion a creative process identifying, exploring and documenting the philosophical, physical and commercial drivers of the project: the first steps towards making it a reality.

Our work during this phase will be highly strategic. We will explore the parameters, requirements and aspirations of the Archipelago project from a comprehensive set of perspectives: interpretive, experiential, cultural, social, programmatic, financial, and operational. We will analyse the audiences involved and evaluate their needs and desires, taking particular account of both local Greek visitors and broader tourist audiences from Europe and around the world.

During concept development, we will establish the interpretive, programmatic, communications, digital, financial, retail and operational strategies for the Archipelago project, as well as its identity and position as a local, national, and international cultural destination. We will creatively explore options for how these strategies could be realised, establishing a coherent basis for developing the physical programme across the seven sites that can inform the eventual architectural and exhibition design, and translating them into initial design concepts.

Our ultimate goal will be to develop an holistic framework for the Archipelago project that connects seven sites across five islands to create a rich, cohesive, intrinsically social and sustainable network of cultural experiences. This framework can also act as a model for you in developing future projects, such as Archipelago Plus.

How will we work with you?

Collaboration is key to the success of this process. We would work closely with you, with the Ephorate, with the museums involved, with your funding partners and with your other stakeholders, to guide the process towards a shared vision. We would also welcome the opportunity to engage with local communities in each of the islands to connect them with the project and understand their perspective on sharing cultural heritage.

Together, we'll evaluate, discuss and build upon work that already exists, to understand the full nature and potential of available resources, and to determine how best to craft an experiential strategy that meets your aspirations for the project.

Through a series of meetings and workshops, we will seek to define the key relationships and characteristics of the project. The project's goals, aspirations and criteria for success will be clarified; financial and operational parameters will be determined; thematic frameworks will be explored; and general outlines for interpretive and experiential flows across the seven sites will be drafted.

Most importantly, we'll collectively identify the next steps of the project's development and determine how we can carry the project forward into the next stages of planning, design and implementation.



The outcome: making the Archipelago Project a reality

The Strategic Experience Masterplan will form a key strategic and forward-looking document that lays the first stone towards making the project a reality. It will establish the Archipelago project's identity and vision; present inspiring concepts for taking the project forward; and provide a plan for implementation by establishing the parameters for operations, schedule and budget.

As the foundational framework of the project, this masterplan will be an essential touchstone for you and your stakeholders in confidently taking the Archipelago project into the next stages. More than just a static document, we'll ensure that we bring the masterplan to life, engaging your team and stakeholders to determine next steps, catalyse the future development of the project and support the initiation of programmes.

The masterplan will also be an invaluable tool for communicating your vision for the Archipelago project more widely, introducing the project to potential partners, funders and stakeholders, and garnering broader support.

The Strategic Experience Masterplan document can also be supplemented with additional communication tools, such as promotional material, fundraising brochures and animated flythroughs. We would be very pleased to discuss this further with you should you wish to explore this option in more detail.



The process

Our work will follow a three stage process that begins by defining the project’s aspirations, goals and key parameters. We will then develop this into a strategic framework and principles, taking into consideration all aspects of the project: cultural, social, commercial, physical and digital. In the third stage, we will capture and communicate the project’s strategic direction to support its further development by articulating key principles, visualising initial concepts for the visitor experience, and identifying next steps.

<div><div>STAGE 1</div><div>Research and Analysis, Project Definition and Visioning</div></div>	<div><div>Defines the project by:</div><div><ul style="list-style-type: none">Researching and analysing the site, content, audience and contextDefining the project’s social, cultural and commercial parametersEstablishing the guiding vision for the project</div></div>
<div><div>STAGE 2</div><div>Strategy and Concept Development</div></div>	<div><div>Creates a strategic framework for the project by:</div><div><ul style="list-style-type: none">Establishing principles for design and interpretationIdentifying strategies for digital, programming, operations and business planning</div></div>
<div><div>STAGE 3</div><div>Articulation, Visualisation and Next Steps</div></div>	<div><div>Communicates the strategic approach to forward the project’s next steps by:</div><div><ul style="list-style-type: none">Articulating key strategic principlesDeveloping an initial programme and budgetVisualising initial experience conceptsLaying the foundation for next steps</div></div>

Detailed scope of work for the Strategic Experience Masterplan

We have outlined below the tasks at each stage of work.

STAGE 1 Research and Analysis, Project Definition and Visioning

Tasks include:

Research and Analysis

- Translate and review existing information related to the project, its context and sites
- Site visits to understand physical qualities of each museum and their surroundings, and gain an understanding of their collections
- Investigate content resources available
- Conduct an initial survey of related projects internationally
- Market analysis of domestic and international audiences
- Where possible, meeting local communities

Project Definition

- Agree a process with the Greek Ministry of Culture for engaging stakeholders, e.g. individual consultations with the each museums followed by presentation of draft to key stakeholder representatives
- Meet with key stakeholders as identified by the project team
- Work with the core project team to define goals, objectives and KPIs for the project
- Define commercial and operational drivers and parameters, including initial requirements for organisational governance models
- Define interpretive and experiential goals and drivers
- Undertake detailed precedent study to position the Archipelago project

Visioning

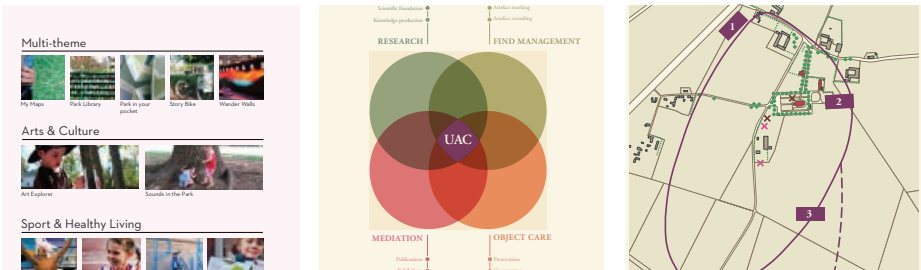
- Discuss interpretive strategies, techniques, and opportunities
- Discuss potential activities, participatory events, and outreach programming
- Develop key proposition statement and vision statement
- Develop opportunities matrix to highlight signature assets and experiences across the seven sites, opportunities and strategies to overcome key challenges
- Create draft Vision section of final report as a Project Definition Statement



STAGE 2 Strategy and Concept Development

Tasks include:

- Establish interpretative principles and develop main messages, major themes, and narrative structure of the visitor experience across the seven sites
- Establish design principles and develop design strategy across the seven sites
- Identify digital opportunities and develop digital strategy
- Identify opportunities for programming and visitor activities across the seven sites
- Establish visitor circulation between/around the islands as a basis for mapping visitor journeys
- Develop initial branding and communication strategy
- Develop initial marketing strategy study
- Explore signage and wayfinding opportunities
- Undertake strategic business planning and operations planning, including options for ticketing, staffing and organisational governance models
- Develop initial retail strategy
- Conference/workshop to make strategy a reality



STAGE 3 Articulation, Visualisation and Next Steps

Tasks include:

- Prepare narrative walkthrough of the visitor experience
- Prepare conceptual plans and renderings of key spaces and elements of the visitor experience
- Develop visitor journeys
- Prepare implementation plan and phasing strategy, including preliminary budget and schedule
- Finalise Strategic Experience Masterplan report document
- Establish and communicate next steps, e.g. outline briefs



Deliverables

The Strategic Experience Masterplan report and final presentation

The final document for the Archipelago Project Strategic Experience Masterplan will be a bound and illustrated report, presented and discussed with you and your stakeholders to bring everyone on board.

The report and presentation will cover the following:

1. **Vision:** *to guide the stakeholders to create a unified vision*

- Vision statement to capture the unifying vision for the Archipelago project
- Statement of the Archipelago project goals, objectives and KPIs
- Positioning statement to communicate the key proposition and unique cultural advantage of this network of islands
- Detailed precedent study to identify relevant precedent networked projects that the Archipelago project can draw from and build on
- Detailed audience study to explore and provide information on the project's potential audiences
- Opportunities matrix to highlight signature assets and experiences across the seven sites, opportunities and strategies to overcome key challenges

2. **Organisational Structure and Business Strategy:** *to create a sustainable development*

- Recommended models for organisational structure to facilitate project governance
- Business and operational planning study to explore and prove capital and running costs, including ticketing, as well as staffing and training.

3. **Interpretation, Design and Experience Strategy:** *to create a coherent interpretive approach, look, feel and experience*

- Statement of interpretive principles and strategies to identifying a coherent narrative across all sites and supporting themes
- Design principles and techniques to establish common design language to connect each of the museums, yet maintain a distinct sense of place for each
- Narrative walkthrough of the visitor experience, describing broad thematic constructs and relationships across the seven sites
- Preliminary matrix of an institutional programme and visitor activities across the seven sites
- Conceptual diagrams of visitor journeys, and its relationship to other identified supporting functions
- Visualised concept renderings illustrating key spaces and elements of the visitor experience across the seven sites

4. **Communication Strategy:** *to communicate a unified identity*

- Branding and communication study to make clear recommendations for establishing a unified project proposition and identity
- Digital strategy study to explore how digital platforms and integrated digital media can contribute to the project
- Marketing strategy study to explore how the project could be communicated to the public
- Retail strategy study to explore options for integrated retail offerings
- Recommendations for signage/wayfinding to connect sites

5. **Implementation Strategy:** *to determine the next steps to make the project a reality*

- Preliminary implementation budget approximating costs, based on proposed programmes
- Preliminary implementation schedule approximating a time frame for project development and completion
- Phasing strategy for implementation
- Identification and communication of next steps as appropriate, e.g. outline briefs, toolkit for development

Team

To undertake the breadth of scope of this study, we have carefully assembled a highly skilled professional team.

We propose the following core team from RAA:

Phillip Tefft, Director of UK Operations
Project role: Creative Director

Rosanna Vitiello, Director of Communication Design and Cultural Strategy
Project role: Project Lead

Mirko Cerami, 3D Designer
Project role: 3D Designer and Visualiser

Charlotte Kingston, Interpretive Planner and Writer
Project role: Interpretive Planner

Tracey Taylor, Content Developer and Writer
Project role: Strategist and Project Coordinator

James Ward, Graphic Designer
Project role: Graphic Designer

To fully address the specific requirements of the project, we also propose to include the following team members to complement the skills of our core team:

Dr Alkmini Gkritzali, Tourism and Culture Researcher
Project role: Greek Cultural Tourism Specialist

Simon Ody, Director, The Visitor Attraction Company (TVAC)
Project role: Business and Operations Planning

Callum Lumsden, Founder and Creative Director, Lumsden Design
Project role: Retail Consultant

Leigh Stevenson, Retail Strategy Director, Lumsden Design
Project role: Retail Consultant

Please see pages 30 to 38 for the full CVs of our team members.



Timeframe

A Strategic Experience Masterplan on this geographical scale and with this breadth of aspiration for the study will properly unfold over a six-month timeframe. This ensures that the level of detail required to support strategic initiatives is sufficient for stakeholders and funders, as well as for you in taking the project forward.

Based on our discussions with you, we suggest that a six month masterplan from May to October 2016, would be appropriate. Please see pages 26 to 27 of this document for a more detailed project programme.

Cost

Based on your brief, on our various discussions to date, and on our experience in undertaking projects of a similar scale, our proposed fee enables our full professional team to work closely with you and your stakeholders, to address the three stage process we have outlined in this proposal over six months, and to prepare a suitable deliverable as the product of our process.

Our proposed fixed fee for the Strategic Experience Masterplan for the Archipelago project is €250,000.

Assumptions and notes

- a) Potential consultants listed for review and discussion; these may vary depending on other client arrangements and specific scope of work.
- b) Should the programme, scope of work or budget shift by more than 10%, RAA and relevant consultants would normally re-assess fees to ensure that resources are in line with the new requirements.

Exclusions

1. VAT and local taxes
2. Reimbursable expenses (subject to pre-approval by client and re-charged at cost), including but not limited to:
 - a. Travel outside London, including flights, hotel, local transport and meals
 - b. Printing and binding of documentation
 - c. Special delivery / post
3. Image research, copyright clearance and image copyright fees and charges, if applicable
4. Project management and administration services, including but not limited to:
 - a. Any tests, inspections and/or reports as may be required by law, regulation or resulting from recommendations issued by RAA
 - b. Coordination and management of all project planning and funding submittals
 - c. Obtaining approvals for the project from any applicable governmental agencies
5. Any additional specialist or technical consultants, other than those named in this proposal.
If additional consultants are required, these may be appointed directly by the client or RAA can subcontract, factoring a 10% markup for administration.
6. Additional visualisations, physical models and animations.
7. Translation of existing material, final deliverable or any of RAA's work product from Greek to English, or into Greek and/or additional languages.

Archipelago Project Strategic Experience Masterplan







Indicative Programme and Resources

- Digital delivery
- Client presence

[illegible]

TEAM (Name/Role)		1	2	3	4	5	6	7	8	9
Phillip Tefft	Director of UK Operations	1.0	0.5	0.5	5.0	3.0	0.5	1.0	0.5	1.0
Rosanna Vitiello	Director Communication Design & Brand Strategy	1.0	1.0	1.0	5.0	4.0	2.0	2.0	2.0	2.0
Charlotte Kingston	Interpretation developer	1.0	1.0	1.0			1.0	1.0	2.0	1.0
Tracey Taylor	Content researcher / Writer	1.0	1.0	1.0	5.0	4.0	2.0	2.0	2.0	2.0
Mirko Cerami	3D Designer			1.0	5.0	4.0	1.0	1.0	1.0	4.0
James Ward	2D Designer			1.0			2.0	2.0	2.0	3.0
Simon Ody	Director, TVAC		1.0	1.0	2.0	3.0	2.0	2.0		2.0
Callum Lumsden	Director, Lumsden Design			1.0	1.0		1.0	2.0	2.0	
Dr Alkmini Gkritzali	Greek Culture and Tourism Consultant		1.0	1.0	5.0	5.0	2.0	1.0		1.0

															TOTALS
10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Days
0.5	1.0	0.5	0.5	0.5	0.5	0.0	0.5	0.5	0.0	0.5	0.5	0.5	0.5	0.5	20.0
2.0	2.0	2.0	1.0	0.5	0.5	0.0	2.0	2.0	0.0	1.0	1.0	1.0	2.0	2.0	39.0
1.0	1.0		1.0	1.0	1.0		2.0	2.0				2.0	2.0	2.0	23.0
2.0	2.0	2.0	2.0			2.0	2.0	2.0	0.0	2.0	3.0	3.0	3.0	3.0	48.0
4.0	4.0	3.0	3.0				4.0	4.0	0.0	2.0	4.0	4.0	3.0	4.0	56.0
3.0	3.0	2.0	2.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0	3.0	3.0	4.0	1.0	41.0
	2.0		2.0	1.0	1.0	2.0	2.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	29.0
	2.0							2.0	2.0				1.0	1.0	15.0
	3.0		4.0			3.0		1.0	0.0		1.0			3.0	31.0
															302.0

 Digital delivery to client
  Client presentation in London
  Client stakeholder workshops
 Client presentation in Athens
  RAA internal workshop in London
  Client workshop / conference in Athens



Phillip Tefft

Director of UK Operations

Phillip Tefft has conceived, masterplanned and designed museums, exhibitions, and cultural destinations for over 20 years. After developing projects in New York in the 1990s, he established the RAA London studio in 2000, today comprising a multi-disciplinary staff of 35 designers, architects, artists, writers, researchers, and administrators operating worldwide.

As Director of UK Operations, Mr Tefft led the development of the media-led UAE Expo in Shanghai with Foster and Partners Architects; the award-winning London Transport Museum; and the renovation of 16 permanent galleries at the National Museum of Scotland in Edinburgh, winner of the Museums and Heritage Award for Best Permanent Exhibition 2012. Under his direction, the studio completed renovations to the Royal Albert Memorial Museum in Exeter, winning the prestigious Arts Fund Prize 2012. Currently, he is directing the design of the Horniman Museum's new Anthropology Gallery in London, the Ulysses Centre for Irish Literature in Dublin, Lavazza's Museo del Cafe in Torino, and the Brooklands Museum, birthplace of British motorsport and aviation.

During 17 years of practice in London, Mr Tefft has gathered a talented and experienced team, and the practice is increasingly called upon to act as lead consultants for the development of significant heritage sites and museums, such as Lincoln Castle and the interpretation of Magna Carta; the 'Oculus' media installation at St Paul's Cathedral; and Jewel House, the reinterpretation of the Crown Jewels at the Tower of London.

Mr Tefft holds a Master's Degree from the Columbia University School of Architecture where he was awarded the Kenne Fellowship and the Tadao Ando Fellowship to Japan. He is a registered architect in New York, a member of the Architectural Association in London, and a member of the International Council of Museums. He has lectured at the Architectural Association, the London School of the Arts, SISSA Medialab in Trieste, and the University of Palermo.



Rosanna Vitiello

Director of Communication Design and Brand Strategy

Rosanna Vitiello has over 10 years' experience in developing and integrating brand identity and content-driven graphic design for a number of creative practices. With experience in both RAA's London and New York offices, and a strong background in placemaking, Rosanna contributes a depth of experience in strategic thinking to the development of each project and the communication of its vision.

At RAA UK Rosanna is leading the brand strategy and identity design for the Lavazza Museum in Turin and the Brooklands Museum and Racetrack Revival project in London. She has recently led brand strategy for a major brand experience in Denmark, the Carlsberg Brewhouse project in Copenhagen and a major confidential project in Sweden. Rosanna also directed the communications strategy for placemaking and identity work for Queen Elizabeth Olympic Park in London.

At RAA in New York, Rosanna developed concepts for the 'Democracy in Australia' exhibition in the Old Parliament House, Canberra; the IBM Centennial Exhibition, at Lincoln Center; and 'Math Midway' in New York, among a host of other projects.

Rosanna established her career in London and Spain, working on strategy, branding and environmental design for McKinsey & Company, L'Oreal and Land Securities. In addition, Rosanna has worked as a public space consultant, championing the role of communication in developing a place's identity and creating vibrant and successful environments.

Rosanna holds an MA in Design for Public Space from Elisava Escola Superior de Disseny, Barcelona, and a BA in Graphic Design from Central Saint Martins.



Mirko Cerami

Architect and 3D Designer

Mirko Cerami joined RAA in 2012 as an exhibition designer with particular expertise in architectural planning. He has subsequently worked on the Carlsberg Brewhouse in Copenhagen, as part of the regeneration of an historic city district; media-rich spaces for the College of Media and Communication in Qatar; and the Lincoln Cathedral Revealed project, which explores the Castle's history and reveals its wealth of hidden stories across the site. Mirko is currently leading the 3D design for the Lavazza Museum in Turin, Italy.

Previously Mirko worked in Germany, where he led the architectural development for a residential project in India with architectural design company Blocher Blocher Partners, Stuttgart, and collaborated on a number of projects with exhibition designers Atelier Brückner, including designs for the King Abdullaziz Centre for World Culture and associated VIP centre in Saudi Arabia. Mirko also worked for Atelier Brückner on numerous international design competitions, including the Samsung Headquarters Brand Showcase in Korea.

In Italy, Mirko collaborated on the development of an archaeological area and visitor centre for the Villa Adriana in Rome, and realised exhibitions about antique jewellery, architecture and design. He has lectured on exhibition design and museography for graduate-level courses in Palermo and Rome, participating in internationally attended seminars. In Sicily, Mirko has renovated and restored historic buildings for modern use and designed new buildings for residential, commercial and hospitality purposes.

Mirko trained as an architect in Sicily and is a qualified member of the Architectural Association for Planning and Landscape in Palermo. He holds a cum-laude MA in Architecture from the University of Palermo.



Charlotte Kingston

Interpretive Planner and Writer

Charlotte Kingston is an experienced content developer and project coordinator, with a particular background in interpreting history, heritage and culture, and working with multiple stakeholders.

Charlotte joined RAA in 2012 to provide research, content and administrative support for a variety of commissioned and potential projects. Since joining she has worked on the interpretive Feasibility Study for Queen Elizabeth Olympic Park, London; 'The First World War in the Air' exhibition at the Royal Air Force Museum in Hendon; developed content for projects at the Horniman Museum, London; and several new business opportunities. She is currently developing content for two HLF-funded projects – one the home of the poet Hedd Wyn in Snowdonia National Park, and the other the Brooklands Museum Aircraft Factory and Racetrack Revival project. She is also developing and generating the content for a major new literary attraction in Dublin, Ireland.

Charlotte has a strong background in the UK arts sector, having worked in galleries and museums, broadcasting and creative events management prior to joining RAA. She has contributed to multiple TV and radio programmes for BBC Radio 4, ITV and Channel 4, with a focus on the history of remembrance and military history.

Charlotte has lectured at Yale University, tutored inmates in a prison and worked in social media strategy and research for the BBC World Service. Prior to joining RAA, she planned and produced the world's largest philosophy and music festival, HowTheLightGetsIn. For her writing she was awarded the John Berger Prize for her first MA dissertation, and her work has been published in the New Journal of Yale University and the Mays anthology of new writing.

Charlotte graduated from Cambridge University in 2008 with a 1st in English. She also holds an MA with distinction in Art History from the Courtauld Institute of Art, London, and an MA in English from Yale University, USA.



Tracey Taylor Strategist and Writer

Tracey Taylor is an experienced strategist, content developer and project coordinator, with a background in narrative, content strategy and masterplanning.

Since joining RAA in 2014, Tracey has worked on the Plymouth History Centre interpretive masterplan for a new cultural complex in the coastal city of Plymouth, UK, and the Auckland War Memorial Museum interpretive masterplan in Auckland, New Zealand. She is currently providing content strategy and coordination for a confidential new cultural destination in Shanghai, China, including a live collaboration with a major UK-based arts educational institution. Tracey is also contributing to the development of a strategy for destination placemaking for a corporate client in Italy, and coordinating the content for the new HLF-funded Anthropology Gallery at the Horniman Museum in south London.

Tracey provides research, content and administrative support for a variety of RAA's projects, and works as the studio's Marketing Coordinator, developing and contributing to numerous new business opportunities.

Prior to joining RAA, Tracey worked for a leading architectural practice in her native New Zealand. She has presented her research on narrative at academic conferences and contributed to a number of narrative experience research projects with Central Saint Martins. She is a member of the Young Urbanists and was awarded an Academy of Urbanism YU Small Projects grant in 2015 for her research into urban narratives and public engagement.

Tracey holds an MA in Narrative Environments from Central Saint Martins College of Art and Design in London. She also completed a BA with Honours in Literature and Film at the University of Auckland and a BA in Graphic Design at AUT University in Auckland, New Zealand.



James Ward Graphic Designer

James Ward is a graphic and communication designer with a specialisation in exhibition and publication design.

Since joining RAA in May 2015, James has contributed 2D and graphic design to a range of projects, including the Lavazza Museum in Turin, Italy, the Horniman Museum Anthropology Gallery in London, and the Abdullah Gül Presidential Library and Museum in Kayseri, Turkey. He has also contributed graphic and book design for a number of new business opportunities.

Prior to working with RAA, James worked with graphic design studios including LucienneRoberts+/GraphicDesign&, Inventory Studio and nb Studio. He also worked on numerous exhibition design, publication and other graphic design projects as a freelance designer. He has designed catalogues for exhibitions and art galleries in London, New York and Berlin.

James received a BA with First Class Honours in Graphic Design and Photography from Kingston University. He also completed Typography Summer School in 2013. James' work was nominated for a D&AD Student Yellow Pencil in 2012.



Simon Ody
Director, The Visitor Attraction Company

Simon Ody has been advising on the development of visitor attractions for over 20 years. His consulting experience is based on practical operating experience as Managing Director of the Grant Leisure Group, which owned and operated three commercial visitor attractions in the UK.

During his career he has prepared the business and operational plans for a variety of new visitor attractions including the Lisbon Story Centre, Sharjah Aquarium and Maritime Museum, Legoland Windsor, The ArcelorMittal Orbit and the London Eye.

He has also advised on strategic development plans for a variety of leading visitor attractions including Edinburgh Zoo, the Carlsberg Brewery in Copenhagen, the Wedgwood factory tour and museum, Woburn Abbey, Blarney Castle and Alnwick Castle.



Dr Alkmini Gkritzali
Tourism and Cultural Academic Consultant

Dr Gkritzali is an academic specialising in Tourism Management, Destination Marketing, Branding and Strategy.

A native of Greece, Dr Gkritzali currently works as a Lecturer in Tourism Management at the University of Surrey in the UK. She has also worked as a Research Assistant at the University of the Aegean in Greece and at the Creativity Marketing Centre at ESCP Europe Business School in the UK, as well as contributing to a number of creative and corporate marketing campaigns.

She has published articles and research in a number of leading journals, including the *Journal of Business Research*, *Ideas in Marketing*, and *Advances in Consumer Research*, as well as numerous conference papers.

Dr Gkritzali completed her BSc in Marketing and Communication at Athens University of Economics and Business in Greece. She holds an MA in Creative and Media Enterprises from the Centre for Cultural Policy Studies at the University of Warwick in the UK, an MRes in Management from Cass Business School at City University in London, UK, and a PhD in Management from Cass Business School at City University in London, UK.

Dr Gkritzali is a member of the Academy of Management and the European Group for Organisational Studies.



Callum Lumsden

Founder and Creative Director, Lumsden Design

Together with his team, Callum Lumsden has been servicing a wide range of national and international clients with effective and creative retail design within museums, galleries and visitor attractions. His expertise includes branding, retail strategy and interior architecture. Callum's ongoing passion in the cultural sector is driven by his personal challenge to make each project a success both experientially as well as commercially.

Callum's career has encompassed a wide variety of projects ranging from the design of the award winning shops at Tate Modern to the creation of a Harry Potter Destination Store for Warner Bros. in London. His work in the cultural sector has given him an authoritative knowledge of the challenges and opportunities for cultural destinations around the world. He is also well known within the design industry for his involvement in activities such as the Design Business Association and as founder of 'Interiors Forum'. He is an affiliate member of RIBA and a Fellow of the Royal Society of Art.

Cultural Clients include: Tate Modern, Albertina Museum (Vienna), V&A, Natural History Museum (London), Science Museum (London), London Transport museum, National Museum of Scotland, Dulwich Picture Gallery, Royal National Theatre, British Museum, Belvedere Museum (Vienna), Cosmonautics Museum (Moscow), Museum of Moscow, Museum of Modern Art (MoMA- NYC), National Museum of Canada, Henry Moore Foundation, Whitworth Gallery (Manchester)

Callum holds a BA (Hons) in Furniture Design from Birmingham College of Art and an MA in Interior Architecture from the Royal College of Art.



Leigh Stevenson

Retail Strategy Director, Lumsden Design

Leigh Stevenson is a specialist in cultural enterprise revenue generation. For over 20 years she has created and developed world class commercial revenue streams for cultural institutions as well as for the high street.

Developing brand strategies for destination retail, licensing and catering at cultural venues in North America, Europe and the UK is her specialism. Leigh has used her highly creative approach and operational experience to deliver exceptional revenue generation activities, developing stores and products as well, for an impressive list of major museums and attractions.

With a background in high-end multi store retail buying, merchandising, product design, operations and supply chain development - combined with training in art and design – she brings a wealth of experience and insight to any cultural enterprise that she works with. Working with exceptional collections and artists their understanding of a museums' mandate to preserve, protect and disseminate information about art and their brand values is at the centre of her approach to any project.

Great commercial success must combine the creation of original products and experiences - balanced with the key disciplines and operational controls, systems and tools. Benchmarks and best practices must be employed and improved upon. This is all part of the range of expertise which Leigh employs on any project.

Cultural Clients include: Royal Ontario Museum (Canada), Holt Renfrew (Canada), Parliament of Canada, The Van Gogh Museum, The British Museum Company, National Galleries of Scotland, The Courtauld Institute of Art (London), The Art Gallery of Ontario, The State Hermitage Museum (St.Petersburg), The Smithsonian (Washington).

Leigh holds a BA (Hons) in Fine Art from Hornsey College of Art in London.



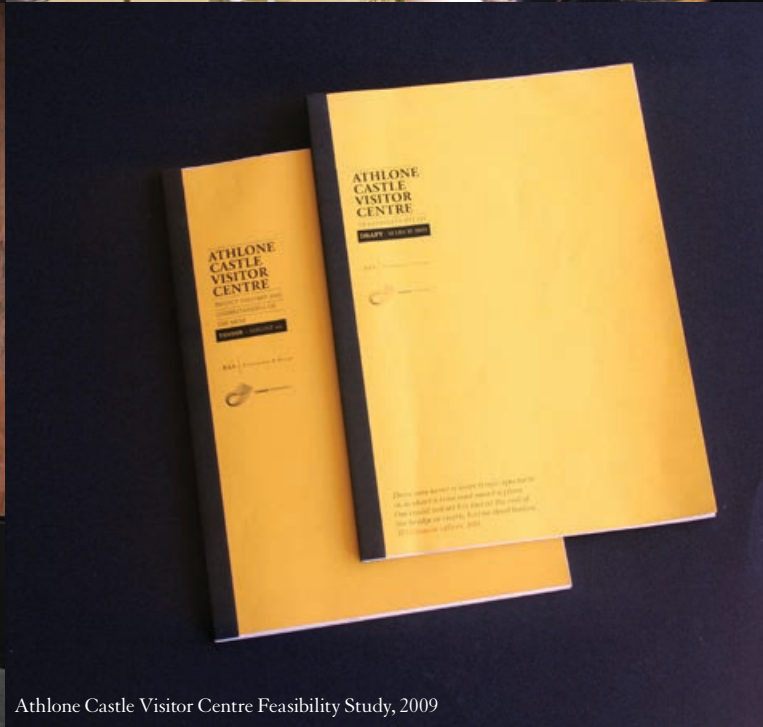
Culloden Battlefield Memorial Site Visitor Guidebook, 2007



Olympic Park Interpretation, 2012



Pompeii exhibition, 2008



Athlone Castle Visitor Centre Feasibility Study, 2009



Uppakra Arkeologiska Feasibility Study, 2011



Arctic Studies Center, 2012

Ralph Appelbaum Associates (RAA) are planners, designers and producers of award-winning museums, visitor centres and educational environments worldwide. Subject areas range from natural history and the physical sciences to national, cultural, social, and corporate history, to sports, music and the fine arts.

Founded in 1978, RAA has 37 years experience working for institutions globally. The firm has an interdisciplinary staff of over 160 designers, technology and media specialists, architects, writers, editors and management personnel operating from studios in New York, London, Beijing, Berlin and Moscow.

RAA provides comprehensive services to clients with challenging missions in the areas of public education, public-space and institutional design, and the development of new cultural centres and programmes. The firm is best known for cultural projects requiring a marriage of engaging content and experiential components with physical environments that are at once compelling and smoothly operational.

In addition to museum and exhibition planning, design and implementation, RAA has developed a wide range of services that address each client's special needs. Notable among these are masterplanning strategies, fundraising materials, outreach concepts, media productions, interactive programmes, websites, online exhibitions, apps and audio guides, brand identities, archive and theatre design, and publications and promotional pieces.

The corporate portfolio includes some 300 permanent and temporary exhibitions, 200 commissions in interpretive and institutional planning, consultation and branding, and over 50 active projects currently in development. More than 50 million people visit RAA-planned and -designed projects each year.

RAA has won virtually every major award for design. Our awards include the prestigious UK Art Fund Prize, Museums & Heritage Awards, Civic Trust Awards, the United States Presidential Award for Design Excellence, the Federal Design Achievement Award, and more than 200 other awards from organisations around the world.

During the past three decades RAA has developed a wealth of experience working on museum and heritage projects all over the world, which has given us a comprehensive understanding of visitor needs internationally. The network of specialist consultants and strong working relationships we have developed over this period enables us to deliver complex projects on time and on budget.

We have included overleaf a selection of our previous relevant projects, which may be of interest to you for the Archipelago project.

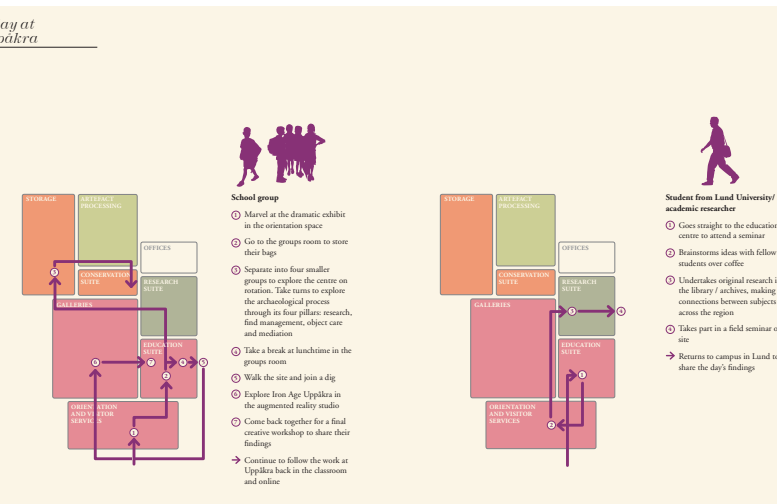
UPPÅKRA
ARKEOLOGISKA
CENTER
Feasibility Study

Uppakra Arkeologiska Center
Feasibility Study
Skane, Sweden
2011

Working closely with the Stiftelsen Uppakra Arkeologiska Centre, the Lund University, Region Skåne and a board of stakeholders, RAA has led the production of a Feasibility Study for the interpretation of the Uppakra archaeological site in Sweden – the largest, most artefact-rich and longest-lasting Iron Age settlement in Scandinavia.

With over 23,000 precious metal objects found to date and many more still underground, Uppakra is one of the most exciting international archaeological sites to investigate, rich with new discoveries waiting to be found.

The study outlines a clear project vision, backed up by a thorough business and operations plan; it is grounded in research that examines the potential market for the UAC, an analysis of the site’s assets and factors affecting the location of the centre. The report will be used to garner support from key stakeholders and to inform the brief for an international architectural competition.

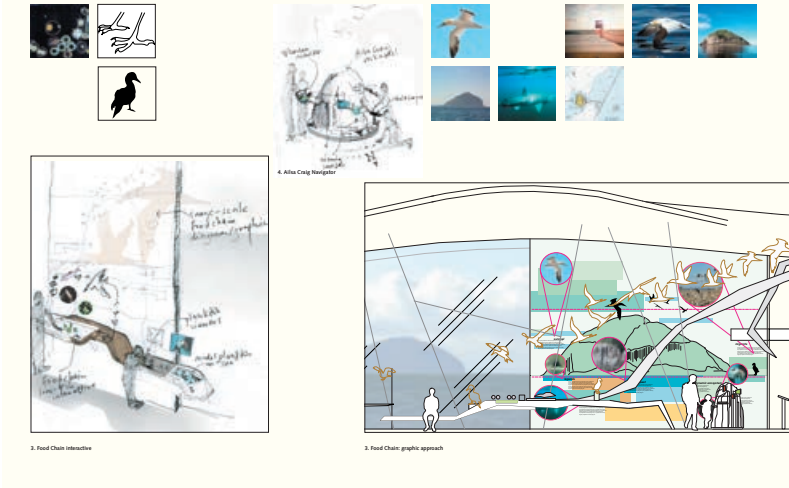


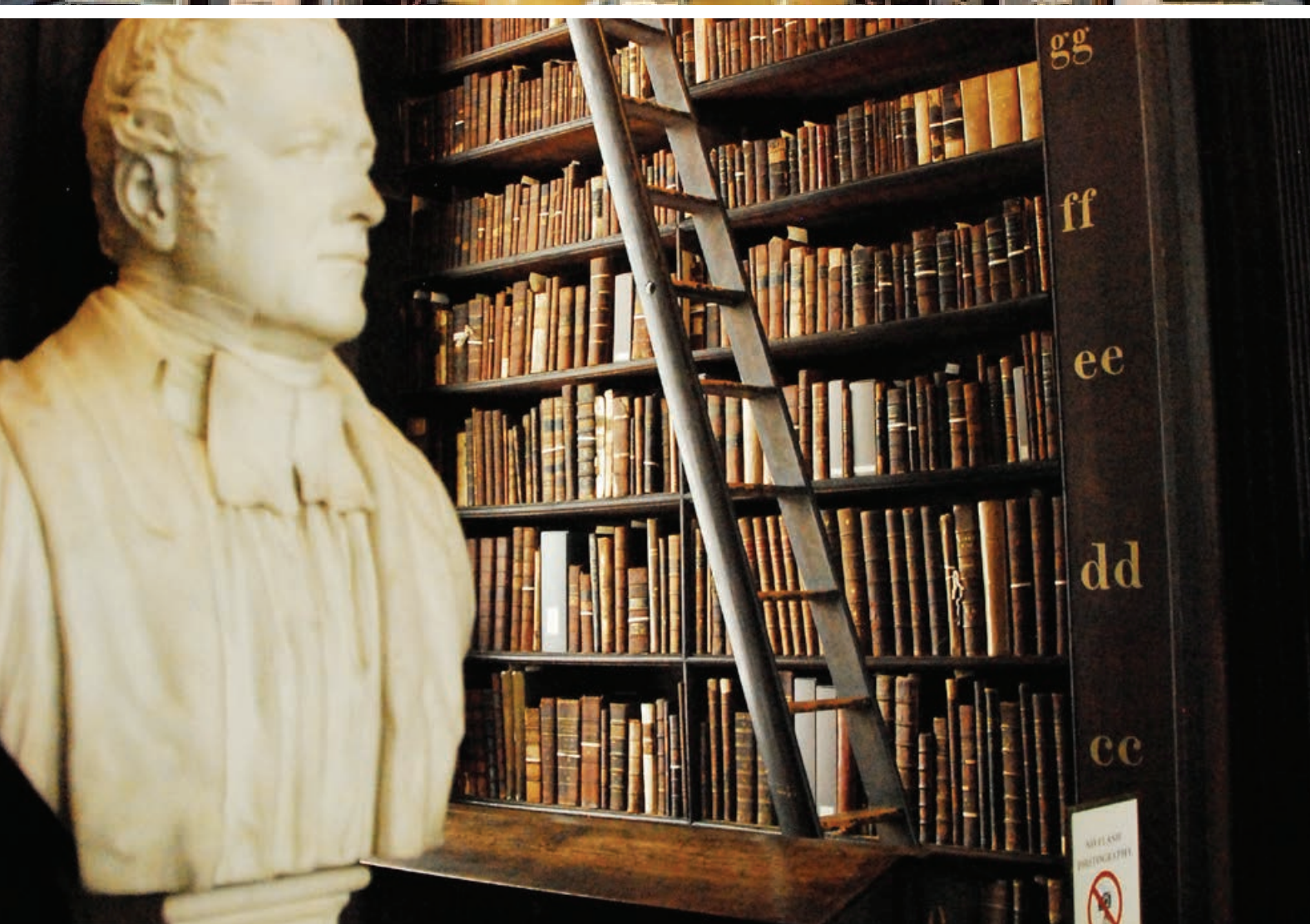
Presented to Stiftelsen Uppakra Arkeologiska Center
by Ralph Appelbaum Associates, Barker Langham and Morris Hargreaves McIntyre
23 December 2011



Ailsa Craig Masterplan
Scotland
2007

RAA created a new interpretive masterplan to shape the visitor experience of this unique island, located off the coast of Scotland and a Site of Special Scientific Interest due to its wildlife, as well as connecting it to other local sites in the coastal town of Girvan.





Trinity College Dublin Visitor Experience Masterplan Dublin, Ireland 2014

Trinity College Dublin is an inner city university campus founded over 400 years ago by Queen Elizabeth I. The Old Library, at the heart of the University, has for centuries played a major role in attracting both visitors and scholars to the College and is home to one of Ireland's most precious treasures, the Book of Kells. Each year, half a million visitors come to Trinity to see this dazzling illuminated manuscript, generating much interest and income for the College.

RAA has been commissioned by Trinity College Dublin to undertake an Experiential Masterplan as a means of helping Trinity understand how best to accommodate and encourage tourism, while concurrently making wise investments in conservation and infrastructure to safeguard the College's precious assets for future generations of visitors and scholars.





Olympic Park Interpretation
Plan, Feasibility Study and
Visitor Experience Design
London, UK
2012

Following the completion of a comprehensive Interpretation Plan for the Olympic Delivery Authority, RAA was commissioned to design and script a series of plaques which capture the cultural and natural heritage of the Olympic Park through stories about regeneration, sustainability, the environment and the art programme.

RAA also led the development of a smartphone app and mobile-optimised website centred upon the 2012 Gardens within the Olympic Park. These unique gardens are a testimony to Britain's long history of exploration and trade, and bring to life the major climatic and cultural zones of the world through a rich planting scheme of exotic and native plants. The GPS-enabled app allows users to dig deeper into the stories behind the Gardens, and empower them with the tools to recreate the planting scheme at home.

In 2013 RAA was recommissioned to develop a feasibility study for further interpretation work in the park after opening, which led to the creation of a series of interpretive guides and activities.

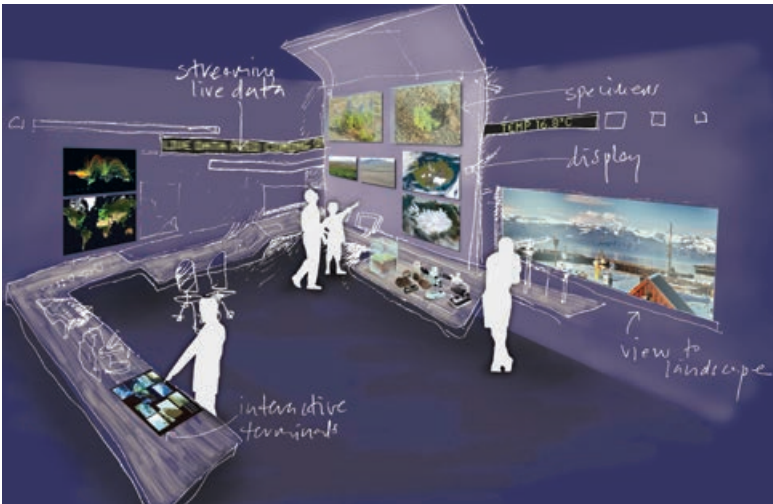
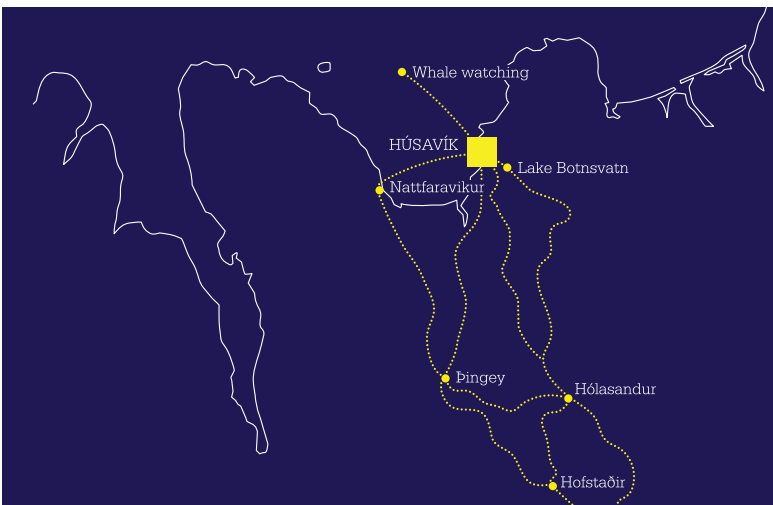




The Gardarsholm Project
Visualised Concept Study
Iceland
2012

Located in Husavik, on Iceland's north coast, in a town vulnerable to climatic change, this groundbreaking project explores the changing relationship between humans and their environment.

Working primarily with the Reykjavik's Nordic House, and regional eco-tourism operators, RAA created a concept study that tied together the intentions of local and international stakeholders including the National Museums of Iceland, ministers from Iceland's government, the Swedish Ambassador, Husavik's major, geophysicists, soil experts, and the Swedish National Heritage Board.





Lincoln Castle 'Revealed'
Lincolnshire, UK
2015

RAA worked closely with Lincolnshire County Council to develop a major new visitor experience at Lincoln Castle, a magnificent Scheduled Ancient Monument with remarkable listed building assets, including the remains of a Norman motte and bailey Castle, an early Pentonville style prison and a working Victorian courthouse.

The centrepiece of the experience is a stunning new exhibition of two of Britain's most important and valuable historic documents, Magna Carta and the Charter of the Forest, which are explored in relation to powerful themes of accountability, justice and power. Visitors also have new access to Lincoln Castle's wealth of hidden stories through an innovative interpretive experience that brings the Castle's atmospheric Victorian prison to life, and through site-wide interpretation that connects the ancient grounds to the Castle's vivid history.

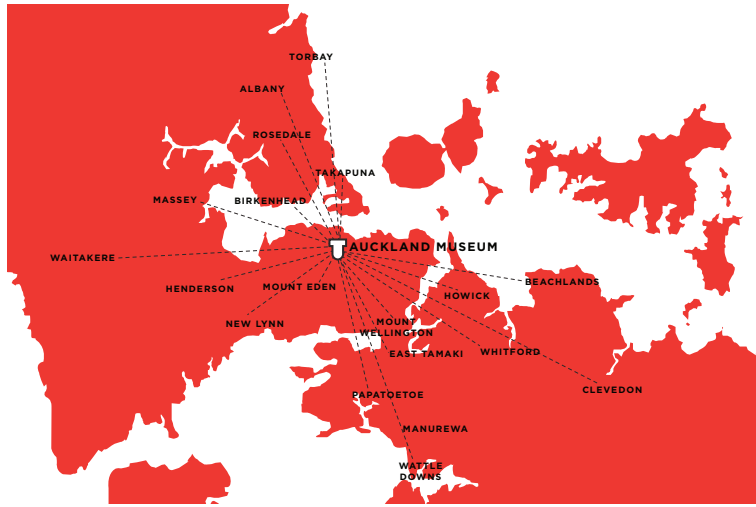
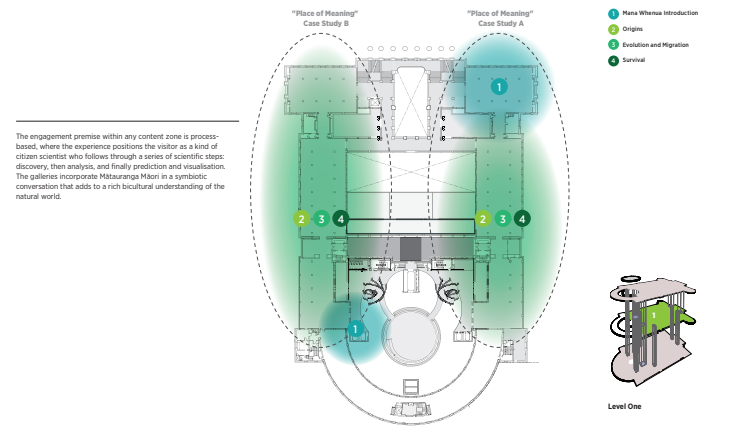
Developed in time for the 800th anniversary of the signing of Magna Carta, the project will be unveiled in a royal opening in mid 2015.





Auckland War Memorial
Museum Interpretive
Masterplan
Auckland, New Zealand
2014

RAA developed an interpretive masterplan for Auckland War Memorial Museum in Auckland, New Zealand. Situated on an historic hillside site above the harbour, the Museum has a strong connection to the surrounding natural landscape and sea. The new masterplan creates an engaging and coherent visitor journey through Auckland's rich cultural history and heritage, within the broader context of the Museum's site.





LOS ANGELES

STATE HISTORIC PARK



Los Angeles State Historic
Park Visualised Concept
Study

Los Angeles, US
2008

In 2008, RAA completed an Interpretive Vision for Los Angeles State Historic Park. The project celebrates California by uniting communities to reflect shared cultural and natural histories. Creating a recreational and educational haven, the project provides a lens on the past, present and future. RAA treated the park as a microcosm and hub of LA, drawing visitors to discover, connect and exchange.

The Park is surrounded by diverse neighbourhoods, from Chinatown to Hispanic barrios, all significant stakeholders in the project. Community engagement is the project's biggest asset and biggest challenge, presenting RAA with inspirational stories while challenging us to develop a clear perspective.

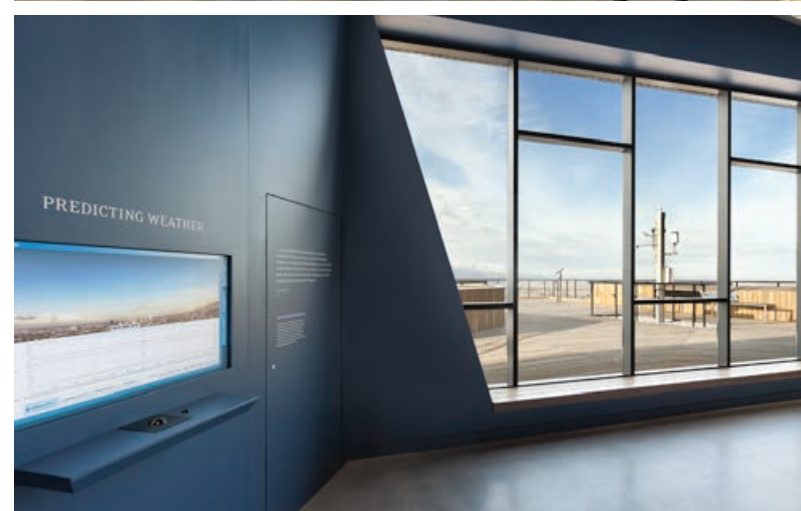




Natural History Museum of
Utah
Rio Tinto Center, University
of Utah
Salt Lake City
2011

Set within a new building on the campus of the University of Utah in Salt Lake City, the Museum of Natural History of Utah is an extraordinary cultural and educational asset for understanding the world we live in.

Early in the project's development, RAA determined that this would be a museum that continues to look inward to research and scholarship but that also looks outward to the amazing natural and cultural landscapes that surround it. This is a museum that is surrounded by the story it tells.



MUSEUM ON THE UMPQUA

A Forest Education Center

Visualized Concept Report
Prepared by Ralph Appelbaum Associates
August 2004

Museum on the Umpqua Visualised Concept Study 2004

In 2004, at the invitation of the County Commissioners and Douglas County Museum staff, RAA began exploring a new role for the Douglas County Museum as a regional attraction with new exhibits and educational programs focusing on the Timber Story.

The Museum was conceived to celebrate the sublime splendor of forests and forest communities; the courage of those who settled the region, Native Americans and pioneers alike; the historic and economic contribution of their labor; and the lessons of stewardship and responsible development that are so vital to our future.





Pompeii: Life and Death
in the Shadow of Vesuvius
Touring Exhibition
Discovery Times Square
New York, US
2011

In 2011 RAA completed this three-part exhibition featuring the town and people of Pompeii before, during and after the massive eruption of Mount Vesuvius 2,000 years ago.

Highlights include more than 250 artifacts unearthed in the towns buried by the volcanic eruption, the largest collection of body casts ever presented, an immersive theater experience depicting the eruption, and a timeline, with exhibits, of Mount Vesuvius's eruptions and archaeological events in the birthplace of archaeology.





Dead Sea Scrolls Touring
Touring Exhibition
Discovery Times Square
New York, US
2011

Two thousand years ago, in the rugged terrain on the northern shores of the Dead Sea, a group of people hid a vast and varied library of religious writings in 11 remote caves, discovered in the Judean Desert in 1947.

RAA designed a series of galleries that delve into the past to explore the Scrolls' meaning and their relevance to contemporary society. The galleries feature artifacts that illuminate the culture of Biblical times, tracing the tribes, empires, and cultures (Israelites, Assyrians, Babylonians, Romans) who inhabited this geographic crossroads. Visitors will also encounter a meditative space that provides English translations of the scrolls, allowing them to contemplate the Scrolls' influence on the developments of Judaism, Christianity, and Islam. An immersive media piece takes visitors on an epic journey using eight floor-to-ceiling screens and eight corresponding, iconic artifacts. The exhibition also houses the cutting-edge conservation lab, allowing visitors to experience a convergence of past and present as they see conservators painstakingly preserve the ancient scripts and find new meaning and relevance in their scripts.





National Museum of
Prehistory
Taitung, Taiwan
2002

In an international competition, RAA was selected as first-place winner to design Taiwan's first museum of prehistory, which focusses on the early Formosan peoples and their formative links to the cultures of the Pacific region.

Located near Peinan, one of the world's major sites of Stone Age culture, the museum features extraordinary objects from 3000 to 500 b.c., which were excavated at the Peinan site. It also explores other Formosan aboriginal peoples, the natural history of the island of Taiwan, and the science of archeology.



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