



26.10.2021

## **CALL FOR TENDERS**

The project team in charge of planning the new museum of architecture and design (City of Helsinki), the Design Museum and the Museum of Finnish Architecture are calling for tenders for a service design process to

a/ Design the operating model and service concept for the new Museum of Architecture and Design, planned in Helsinki, and

b/Run a learning programme and establish methods and tools to increase expertise on user centricity and customer orientation within the employees of the Finnish Museum of Architecture and the Design Museum

There will be two separate clients and contracts: City of Helsinki on behalf of the project team for the new museum, and the Design Museum, on behalf of the Design Museum and the Museum of Finnish Architecture.

### **1. The scope and objectives of work**

#### a/ The operating model and service concept for the new museum of architecture and design

We are seeking a partner to help us crystallize the concept of the new museum of architecture and design into an operating model and a service concept. The objective is to create a comprehensive proposal of the offer of the new museum of architecture and design. The goal is to build the 'world's best new museum for architecture and design', which

- sets a new standard for architecture and design museums
- creates meaningful experiences for a broad range of communities
- forms partnerships that amplify the impact of the museum



- generates revenues that secure the livelihood of the institution
- establishes itself as a destination worth visiting from near and far
- becomes a humane, diverse, and inclusive workplace
- is seen as a forerunner in leadership and co-creation

A prerequisite for a successful outcome is to facilitate the process in such a manner that the staffs of the current two museums will be highly involved. At best, the museum teams will have a strong sense of ownership in the process of creating a unique museum and a future workplace.

The new museum as an institution is committed to the core values of social, cultural, and environmental sustainability.

The outcomes of the process should form the basis of the business model and the organizational structure of the new museum, as well as the design brief for the architecture competition of the museum building.

The process will be iterative and conducted in two phases. In between phases one and two the client will scrutinize the first draft through a series of calculations and projections and the draft will be evaluated with an international partner. The results of these projections will inform the development of the first draft into a final proposal.

The outcome will be used as part of a project plan to convince decision makers at the City of Helsinki, the State of Finland, and with several private funders, to build the new museum. The outcomes, in whole or in part may be used in the final development and planning of the new museum, once the decision to build the museum has been made.

A more detailed list of expected outcomes is outlined in section 4.  
An expected timeline is outlined in section 7.

#### b/ Learning programme and manual on user centricity and customer orientation



In synergy with the service design process, the contracted partner will also facilitate a learning programme and establish tools and methods for increased understanding and professional use of user centricity and customer orientation within the staffs of both museums.

In total, the Museum of Finnish Architecture and the Design Museum employ around 60 people. Approximately 30% of the employees work part time and 70% with full time contracts. Members of the museums' staffs have various educational backgrounds in art history, architecture, curatorial studies, design, art education and pedagogy, communication, sales and marketing, event production, and administration. Previous experiences on user centricity vary among the employees.

The programme should start with defining basic terminology and creating a common language, which would then also enhance the employees' ability to contribute to the service design process on the operating model and service concept of the new museum. The programme can continue after the second phase of the service design process is concluded. The learnings should be validated and a manual for future use of the methods and tools should be created.

## **2. Background**

For background, see the design brief including links in Attachment 1. Please also refer to the current organization charts of both museums in Attachment 2, and the example of a description of spatial requirements in Attachment 3.

## **3. User engagement in the project**

During the project, both museums' staffs must be engaged and involved thoroughly. The success of the project depends on the employees' participation and motivation. The ownership of the new museum of architecture and design should be deeply rooted in the current museums' staffs. The museums have



allocated 5-10% of each employees' work time to the organizational and concept development for the new Museum of Architecture and Design during 2022.

A broader participatory process with user groups is not included in the scope of this assignment. However, the process of defining the services and functions of the new museum can include individual participatory activities (e.g., workshops / interviews) with users that have not been studied before in the project (2018 Feasibility study and 2019 Concept study). In addition, the work can include participatory activities with relevant experts to meet the ambitious international level of the new museum.

An international consultant will be involved to support the process. This collaboration will be discussed further with the contracted partner.

#### **4. Expected outcomes**

##### **Project management and facilitation**

The company will create a comprehensive project plan in collaboration with the client to meet the project objectives. The company is responsible for facilitating a participatory process where museum employees and other relevant stakeholders are engaged. The company is responsible of reporting the work (in English) and final deliverables should include the elements listed below

##### **i. Description of the service offer of the new museum of architecture and design**

Detailed and comprehensive outline of the services the museum offers and how they are realized and operated (suggestions for business models). The services should include both physical and digital presence. The proposal should include relations between different services and activities (see the attachment 3.) to create a holistic user experience and examples of future services and their user journeys.

##### **ii. Description of future users and their user experience with the new museum of architecture and design**

A description of the users and stakeholders (including museum employees) of the new museum and what is their expected user



experience. This user profiling should be based on the earlier concept study. Further data can be collected from groups that are missing from the previous studies.

**iii. Outline of spatial requirements and scenarios for intended use and user paths based on outcomes of the service concept**

See reference in Attachment 3 (Tilojen toiminnallinen kuvaus). A detailed technical description of spatial requirements, as well as a comprehensive development process of work environment (arkkitehtuurikilpailun pohjana oleva tilaohjelma) are not part of the scope of work.

Based on the outline of spatial requirements, a design brief for the architectural competition for the museum building will be created together with a separate architectural partner. It is important that the spatial requirements of the planned services are kept in mind throughout the process. The museum's spatial infrastructure should be modular and adaptive to ensure a long lifespan for the building.

**iv. Purpose and Position of the new museum of architecture and design**

An outline of the purpose of the new museum and a description of how the museum positions itself in an international context. Benchmark data and support for international positioning will be provided through an international consultant.

**v. Suggestion for the organizational model of the new museum of architecture and design**

Outline of required competencies of the new museum of architecture and design, based on the proposed service concept.

**vi. Programme on user centrality for the museums**

Planning, conducting, and facilitating a participatory training process on user centrality for the employees of the Finnish Museum of Architecture and Design Museum. As a result of the programme, the employees should



have a basic understanding of user centric thinking and methods, and how these can be implemented in their own work. In addition, a manual of user centric approach and working guidelines how the learned methods can be implemented and developed in the two museums on their path to becoming one museum. The manual can be co-created with the staffs of the two museums.

## **5. Resources and team of the client**

The client will form a core team to work with the partner on a weekly basis. The team will consist of 3-4 representatives from the new museum project team and the two existing museums. During the project and when beneficial (e.g., kick off workshop, participatory workshops) a larger group of employees will attend.

The Project Director for the new museum and the museum directors of the Design Museum and the Museum of Architecture, and their Head of HR will form an unofficial steering and support group for the process.

## **6. Language**

Tenders should be in English.

The working language throughout the process will be mainly Finnish, but some sessions might be conducted in English. All written documentation, presentations etc should be in English to ensure seamless sharing with outside experts and advisors.

## **7. Timeline**

- Planning kick off on week 49/50 (for project teams and steering team)
- Kick off for user centricity programme in January 2022 (for all staff)
- First phase of museum's service concept in January-February 2021

In between phases one and two the results of the first phase are scrutinized through calculations and projections related to the financial model of the future museum and evaluated with an international partner.



- Second phase of museum's service concept in April-May 2021
- Final outcome of museum's service concept in May 2021

-Learning programme on user centricity should be weaved partly into the service design process. The program can extend towards the end of 2022.

## **8. Budget**

- 1/ First phase of the service design process / 50 000 eur (VAT 0%)
- 2/ Second phase of the service design process / 25 000 eur (VAT 0%)
- 3/ Learning programme for user centricity / 25 000 eur (VAT 0%)

The companies are asked to offer their tender based on the budget available. The client will hold the right to allocate less than budgeted to the project.

## **9. Criteria**

The decision will be made based on the following criteria:

### **Team and their expertise 40%**

The proposed team should have the capacity to create a dynamic and energetic collaboration with the client's team. Previous experience on processes of developing customer centric organisational culture and expertise on business design and future oriented thinking are required. In addition, a professional sensitivity towards the mission and purpose of cultural institutions, especially museums, and an understanding of the field of architecture and design is required. The proposed services, if included in the final museum concept, will be iterated, and developed further after the decision to build the museum has been made. Thus, for example expertise in technical development of digital services is not required in the team, but an understanding of creating a digital



presence online and a digital infrastructure in the museum building should be part of the team competencies.

The tender should include

- description of the team and their expertise and role in the process
- cv's of key members of the proposed team
- three case examples that are relevant for the project at hand, and a description of the proposed team members' roles in each case.

The clients are looking for a small and dynamic team, with diverse expertise that support the objectives of the project.

### **Quality of the proposed approach and process 40%**

The tender should present the company's approach for the project, and how the learning programme on user centricity is built into the process. The tender should include a description of methods and tools used and a preliminary schedule.

### **Quality of the pitching session 20%**

The pitching session should be conducted by key members of the team proposed. The quality will be evaluated based on presentation skills and interaction.

## **10. Schedule and process of the tendering**

**26.10.2021**                      **Call for tenders is sent to 6 companies**

**29.10.2021**                      **Deadline for questions**

Please send your questions related to the tender by Friday 29.10. to reetta.turtiainen@hel.fi. Responses will be sent to all companies latest Monday 1.11.2021

**9.11.2021**                      **Deadline for tenders**



The deadline for tenders is Tuesday November 9 by 18.00 (EEST). Please send the tender to reetta.turtiainen@hel.fi.

**11.-12.11.2021                      Pitching sessions**

We will schedule a 45-minute meeting with each tendering company for an in-person pitch.

**Week 46                                      Decision**

The clients will decide on which company to contract for the project.

**11. Contact information**

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**12. Attachments**

Attachment 1. Background: Design brief with links to earlier feasibility and concept studies

Attachment 2. Organization charts

Attachment 3. Tilojen toiminnallinen kuvaus (Reference / example visualization of activities and their relations in a museum)