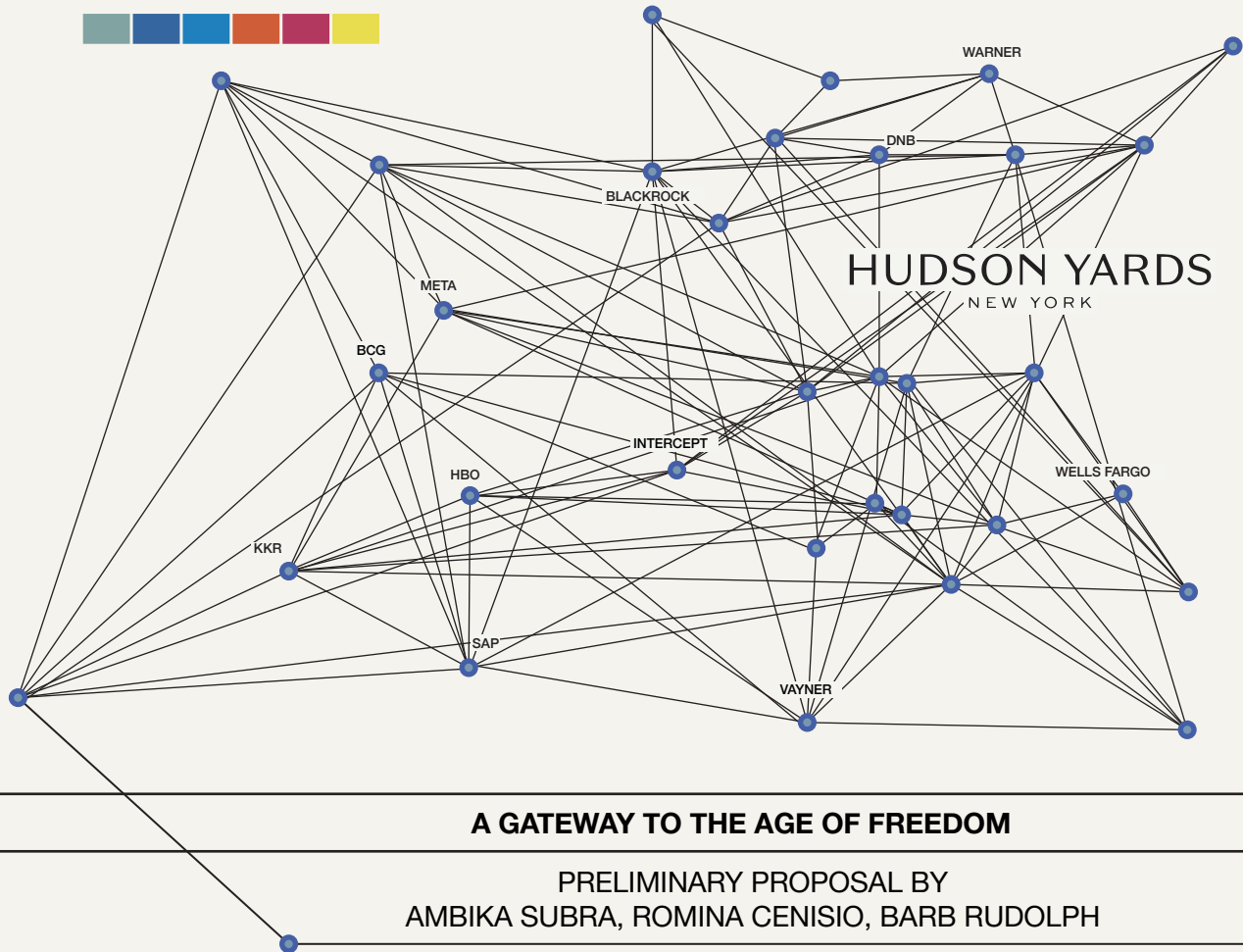




JENGA PROJECT



W/  RELATED

A GATEWAY TO THE AGE OF FREEDOM

PRELIMINARY PROPOSAL BY
AMBIKA SUBRA, ROMINA CENISIO, BARB RUDOLPH

We are at a critical moment in human history where technology is simultaneously disrupting all sectors of the global economy – from information, materials, agriculture, energy, to transportation. Amidst this shift, Hudson Yards has the unique opportunity to be New York City’s gateway to the future, possibly even for the entire country. Its resources, forward-thinking technology and bold construction is exemplary of the city’s innovative mindset. However, as a neighborhood, Hudson Yards has yet to fully integrate into Gotham’s cultural history.

New York’s true currency is its community.

To write the story of Hudson Yards, we have to create an authentic culture that permeates and proliferates within its existing framework. Only then can we integrate its innovative resources with the New York community. It is not a simple cultural rebrand for Hudson Yards – a facade of trend and fashion. It is a cultural *design*.

executive summary

We are Jenga – a team of multidisciplinary Creative Strategists and Research Analysts. To elevate the mission of Hudson Yards, Jenga proposes to construct a multilayered, comprehensive Request for Proposal on behalf of Related Companies that seeks ground-breaking partnerships and collaborators across New York within a **unified philosophy and narrative**. We will assess and strategize the use of under-activated spaces for innovation in a “build-up” model versus a “break-down” model, ensuring a sustainable **reorganization and proliferation of current resources**. The RFP will connect local creatives, thinkers, readers, accelerators, boot camps, and new partnerships in order to utilize the existing resources of Hudson Yards in new ways and inspire integration among its tenants. Partnership-outcomes could lead to precision biology food-court innovations, common area activation, retail space for education and demonstration of new technologies, events that bring cultural disruptors to the artistic forefront, lanes for drone prototyping, local automated ride sharing, and so much more. From a business perspective, these creative community projects will result in secondary and tertiary forms of income from advertisers, organizations and academic institutions who want to be involved. From a cultural perspective, Hudson Yards will become an inspiration for other communities, going beyond luxury consumption and writing itself into New York-history as a new-age pioneer.

Jenga consists of creative innovators from various industries – art, fashion, film, live events – as well as expert advisors in technology-driven disruptions. From the fringes, we see that the discrepancy between community and cooperation within Hudson Yards is preventing it from reaching its full potential. By designing culture from a systemic perspective, our RFP will create a self-sustaining narrative that is both practical and ideological in its design. Hudson Yard’s story is as a gateway to the future. Jenga is the tool by which to pave the way.

jenga:

instead of adding resources, we re-arrange existing ones in order to build a stronger foundation and, ultimately, a bigger structure. Removal and addition of elements are guided by the general philosophy of elevating the strongest links in order to forge new ones. As time passes, some elements may have to evolve, but growth continues. Risks and rethinking are vital.

The Team

creative strategists

Ambika Subra is an art director, set designer and writer for film and television (HBO, Netflix, WarnerBros, AppleStudios, etc). She currently is based out of Mexico City and NY, and is writing three feature films centered on collectivism and cross-cultural connectivity.

Romina Cenisio is a multidisciplinary designer who has worked as a creative director and graphic artist for Alexander Wang, Rihanna, NatGeo, Nike, and other industry-redefining clients. She is a 16-year resident of NYC who navigates a diverse cultural landscape.

Barbra Rudolph is a multidisciplinary producer from New York City who has led large-scale global campaigns for Fortune 500 companies like Alphabet, Facebook, and Live Nation. She has lived, worked, and volunteered across the globe, and currently resides in Mexico City.

advisors

RethinkX is an independent think tank founded by James Arbib and Tony Seba that forecasts the speed and scale of technology-driven disruption and its implications across society through impartial, data-driven analyses.

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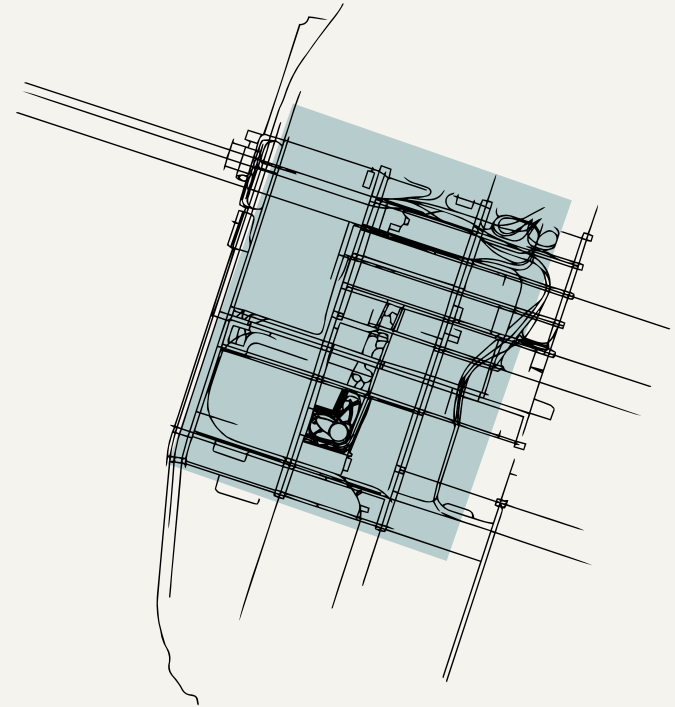
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A COMPREHENSIVE VIEW OF YOUR
CURRENT SOCIAL FABRIC

**18 mil sq ft of commercial
and residential space,
14 acres of public open space,
and future public school**

Hudson Yards is the largest private real estate development in New York since Rockefeller Center, in-demand by some of the largest global corporations. Their buildings boast air-filtration systems, terraces, high-end restaurants and shops, a microgrid and a co-gen plant. BlackRock, Wells Fargo, Silver Lake, MarketAxess, DNB, SAP, Warner Media, Meta have all moved to Hudson Yards for the innovative buildings, parks, utilities, and public spaces that exemplify an efficient neighborhood of the future. And yet... New Yorkers still do not consider Hudson Yards to be fully integrated into the city's cultural fabric.

To truly achieve the authentic cultural narrative of a New York City neighborhood, Hudson Yards must go beyond surface-level interventions and address the cultural status quo at a deeper level.



Culture is collective cooperation under a united philosophy, with the singular purpose of creating conditions suitable for growth.

PART 2

THIS IS WHAT YOU'RE AFTER

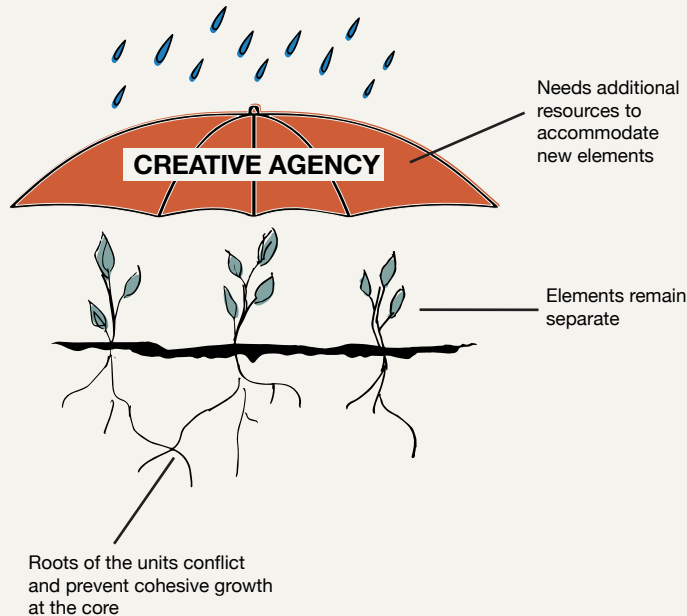
THIS IS NEW YORK AS IT SHOULD BE, WITH
EVERYTHING YOU WANT AT YOUR DOORSTEP

Hudson Yards is seeking a rebrand to help achieve its mission of becoming part of New York City's social and cultural fabric. This visual unification would be a commercial exercise that drives additional revenue, while simultaneously creating a space for high-level collaboration, innovation, and inclusivity, where New Yorkers can discover and engage as a community.

To build a culture within an existing framework, it's imperative to oscillate between internal and external intervention. The core must reposition itself to be a more unified and robust system while simultaneously extending it's reach outward into the community – becoming, essentially, a network.

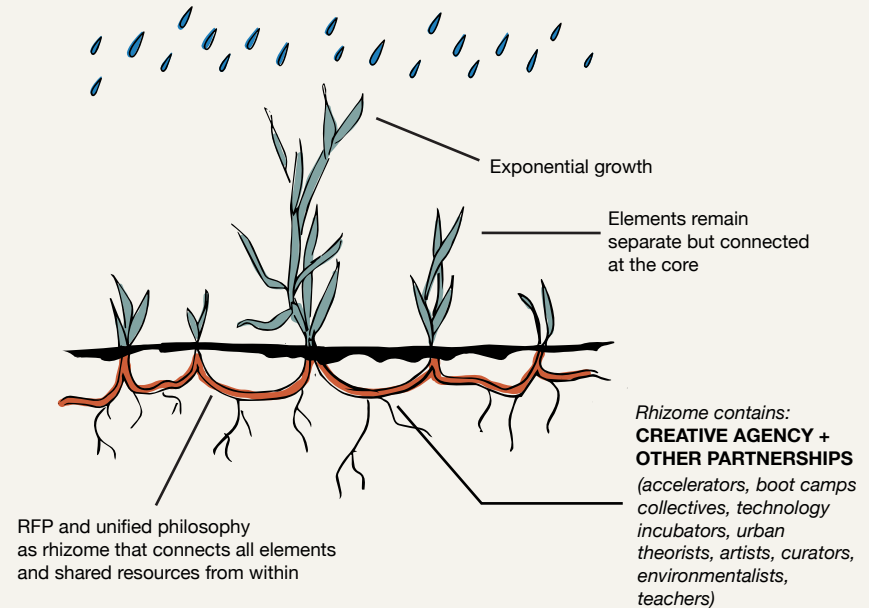
THE TRADITIONAL APPROACH:

Hiring a single creative agency straight away to visually unify Hudson yards will result in an expensive umbrella that is overarching in its reach, but prevents long-term growth of all elements as a whole. As more parts are added, the creative agency will require additional resources in order to expand and maintain unification. This method is essentially a “vener” or “band-aid” solution that is costly and limited.

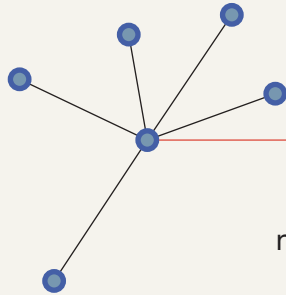


JENGA APPROACH:

We create a unified philosophy *prior* to hiring a creative agency, connecting elements from within and externally simultaneously under a singular purpose and goal. The RFP for partnerships and collaborations then acts as a “rhizome” and allows elements to share current resources at the outset and promote growth as a singular unit. **This is an added step that will be low-cost and transformative.**

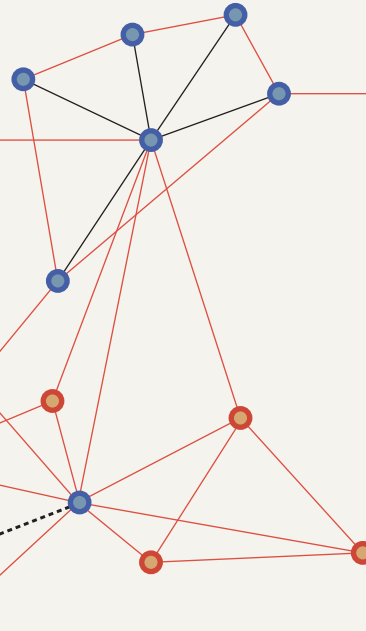


Some might call it a mission statement, let's dare to call it a unified philosophy.



unified philosophy

at the core, we establish a foundational pillar of storytelling – an authentic narrative, a purpose: a unified philosophy for Hudson Yards as a whole



People don't buy what you do, they buy why you do it.


*The unified philosophy and resulting Request for Proposal becomes a philosophical and practical rhizome – a horizontal system of nodes and connecting shoots that expands and forms new connections as it grows. Hudson Yards expands its residents, utilizes all of its spaces, and connects to the community. **This will be the narrative of Hudson Yards.***

Hudson Yards reaches out to the community with a comprehensive Request for Proposal to assemble agents of change. Instead of simply securing one singular branding agency to unify existing elements, the multidimensional RFP qualifies multiple relevant and high-level partners within design, tech, and innovation (under the unified philosophy) in order to interconnect internally and externally. This guarantees that each element of Hudson Yards continues to travel in a cohesive direction (sustainably, and into the future) to cultivate a larger authentic community that's pioneering, lucrative, and productive.

The initial investment from Related Companies will be for Jenga to create the master Request for Proposal that guarantees a unified cultural design: a small endeavor with exponential outcomes. The RFP will fuse technology, sustainability, community, and information at its core, providing the tools necessary for Related Companies to move forward with a cultural intervention that will position Hudson Yards as a gateway to the future.



The narrative is the rhizome.



Duration: 2-3 Months

Phase 1

Deliverables:

Landscape Analysis + Unified Philosophy. Through a series of internal conversations and market research, we'll identify key stakeholders of Hudson Yards (tenants, executives, third party agencies and operators) and their competing goals in order to strategize a program design. The overarching logic is to assess the living, breathing, and high-functioning public spaces in their connectedness and consistency. This research provides the key indicators by which to write a unified philosophy of a community, revamping the brand strategy with the kind of authenticity that New Yorkers recognize.

Master RFP. We will write a master RFP that seeks the most innovative change-agents for the cultural design of Hudson Yards. Research from the landscape analysis will allow us to target certain areas that are ideal for activation, and the RFP will cast a wide search that reaches innovators and thinkers from all areas of the community. Instead of sourcing one creative agency that applies a veneer of unification over what is already existing, our RFP will thread every domain of operation — public spaces, retail, offices, residences, food courts — into a multi-dimensional partnership that is visually unified under a creative agency (which, essentially, acts as visual connective tissue). As cultural and analytical strategists, we are seeking innovators from the fringes. These partnerships could involve collectives, technology incubators, urban theorists, artists, curators, environmentalists, teachers, etc. The RFP, essentially, will call for a team: a network that starts as a node and expands, proliferates, and grows like a rhizome within Hudson Yards and into New York City.

Hudson Yards acts as both the demonstrator and the audience.



Budgets should remain conservative as we want to promote collaboration and re-purposing over excessive budgets. All proposals should reflect this, as well as the unified philosophy as outlined in the RFP.

Proposals should reflect the “rethinking” of the space over “adding elements”.

Partners should come from the fringes and elevate Hudson Yards’ current spaces in new ways: creative agencies that unconventionally craft a story; tech-innovators that navigate disruptions (precision biology and environmental agriculture, AV/EV transportation, precision fermentation, blockchain, the microgrid, etc.); urban theorists that are prepared to upend current systems of spatial thought; artists that can bring in new communities and elevate traditional audiences; educators that can dissuade fears and cultivate the philosophy of the RFP.

Live transformation – we want projects and ideas that involve people, not just architecture; ideas that can activate spaces for collaboration, speakers, programs, and events that can evolve, inspire, and grow.

Community reach will promote the unusual suspects, pushing for ideas from different spaces in a true New Yorker style fashion.

Jenga's Creative Strategists have worked in all sectors of culture in New York, so their RFP will reach parts of New York that are unconventional and ground-breaking. We predict the RFP will result in hundreds of responses from the echelons of technological research to the fringes of contemporary art.

Qualification. Jenga will assist in filtering all proposals, presenting a primary round of qualifiers to Related Companies based on philosophical alignment, budget, timeline, feasibility, innovation and impact. This includes options for a connective-tissue creative agency. Afterwards, Jenga will support Related in the selection of final collaborators.

Cooperative Strategy. In line with the RFP, Jenga will help build a strategy that is an "action plan" for the selected partners (methods of communication and collaboration), with which Related Companies will be able to organize and kickstart these partnerships and carry out the vision on their own.

We weave together partnerships under the unified philosophy to cement our narrative.

**related companies
(jenga expanded)**

creative agency

accelerators - visual artists

fashion designers - boot camps - collectives - tech incubators - urban theorists - curators - environmentalists - teachers

mall

vessel

park

food

etc

- sustainable fashion and promotion of fashion-tech (mycelium, 3d, etc)
- pop-ups / fashion shows (events)
- education platform in mall
- sample sales

- art activations
- forums, events
- collaboration
- lectures, programming
- integrated architecture and design

- urban farmers
- year round green house
- in-house agricultural team
- sustainable lecture, classes
- summer programs
- environmental database

- precision biology prototypes with top chefs
- food labs
- new tech implementations
- new advertising

- Hudson Yards Database
- IRL space activation for learning, talks, programming
- drone passenger transpo testing
- beta technology testing
- public school development

The RFP is the trailer. Then, we make the movie.

Phase 3 would involve assembling the extended Jenga team under Related Companies, assessing budgets, advising with the selected creative agency, and follow-through of all parts of collaboration. This process is rolling and is meant to constantly evolve, expand, and transform Hudson Yards over the course of months, years, etc.



Budget

** dates are open to discussion based on team's needs as project progresses and per negotiation with Related Co.*

Phase I

May 31 - June 24 Landscape Analysis	\$900/day per three strategists, 20 full-time days.....	54,000
	living expenses - relocation to NY full-time	15,000
June 27 - July 22 Writing the RFP	\$900/day per three strategists, 20 part-time days.....	26,000
	living expenses (one strategist will stay in NY, the other two remote)	5,000
July 25 - August 10 RFP Release	\$900/day for three strategists, 10 part-time days)	13,000
	living expenses (one strategist will stay in NY, the other two remote)	5,000
	contingency for advisory	7,000

phase 1 total: \$125,000



Phase 2

Deadline for Proposals: **approximately September 15**

Until December 15: Qualification and Strategic Planning	\$900/day for three strategists, 40 part-time days (approx 54k)
	NY in-person travel / work (approx 5k)

*** numbers in phase 2 to be negotiated based on numbers of proposals, and per Related Co*
**** phase 3 budget and scope is assessed during phase 2 with Related Co.*

conclusion

Hudson Yards has the potential to prototype and discover a new cultural system for cities across the globe. Jenga's vision for a complex-systems framework and a comprehensive RFP will give Hudson Yards the opportunity to be a disruptor in all fields – from urban planning to technology, art, and sustainability. It will not only resolve current setbacks within the neighborhood, but create a growing network that empowers and elevates the entire community. This is the narrative for a future Hudson Yards.

With a long-term approach, the RFP saves time and money by avoiding veneers and superficial interventions and instead connecting the disjointed elements at the core while also extending outwards. Our vision will provide Related Companies with all the tools necessary to make something truly innovative – HY as a playground, a prototype, and a gateway to the future.

With the smartphone, Apple came from the fringes and disrupted the entire telecom industry and, soon-after, the global economy. The Wright brothers were not engineers yet built something that Samuel Langley had been trying for years, spending 70% more and failing. With the MACRO Museum in Rome, an RFP transformed a fossilized institution into a living organism of contemporary art that has revolutionized the city's tourism.

Hudson Yards can be next.

**ABOUT OUR
TEAM** →

THANK YOU

AMBIKA SUBRA

www.ambikasubra.com

screenwriter
set designer
graphic artist
art director
exec producer
storyteller

Ambika Subra has worked across the globe in film, television, and contemporary art. She received her BFA in Film Studies and Architecture at Washington University in St. Louis and her MA from Chelsea College of Art and Design in London with a focus on complex systems and metaphysics.

In New York, she has worked on various productions such as HBO's *The Deuce*, Aaron Sorkin's *Trial of the Chicago 7*, Alan Yang's *Tigertail*, AppleTV's *Wecrashed*, etc. She was also a part of the collective publishing house Badlands Unlimited, which was founded by contemporary artist Paul Chan in 2010. Badlands' work "New Nos" is currently in the Whitney Museum's Permanent Collection. Ambika lives predominantly in Mexico City, where she is writing three screenplays with Pimienta Films, the production company behind *Roma*. The feature films are all centered around collectivism and cross-cultural female identities.

Having studied metaphysics and complex systems, Ambika uses her multidisciplinary background to understand memetic relationships in all aspects of her work. These relationships manifest as storytelling and empathy between units, permeating all levels of production, intervention, creation, and legacy. Her participation in *Jenga* stems from the core philosophy of people, and the storytelling of an advanced method of ideological revolution.

HBO *THE FLIGHT ATTENDANT*

THE DEUCE

AARON SORKIN'S
THE TRIAL OF THE CHICAGO 7



NETFLIX



STARZ

hulu



FX

wecrashed

amazonstudios

ENDEAVOR
CONTENT

ROMINA CENISIO

www.rominacenisio.com

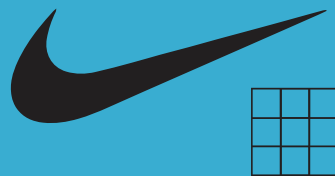
art director
creative producer
writer
cultural curator
environmentalist
film director

Romina Cenisio is a multidisciplinary creative living between New York City and Mexico City. She has worked as a creative director and graphic designer for Alexander Wang, Rihanna, NatGeo, Nike, and countless other clients within teams that redefined the industry.

Cenisio is interested in topics at the intersection of culture and conservation. As an independent creative, she released a sustainable collaboration with NatGeo photographers, has written about environmental rebellions for Atlas Obscura, and was commissioned to create a mini series for international luxury hotel chain Soho House about digital nature therapy. Her work has been featured on publications such as Vogue, Vice, Teen Vogue and The Cools.

She continues to apply her prowess in visual storytelling that increases the visibility of subjects that reflect the urgency of conservation (both cultural and environmental) — invoking hope, spreading knowledge, and communicating that a better world is possible, here and now. She believes humans want to save what they love and the power of forging connections through the impact of creative media. As a 16-year resident of Manhattan who navigates a diverse cultural landscape of the city and its inhabitants, her focus within the Jenga Project will be story building, visual identity, and cultural curation within idea development. Ensuring that the rebrand is consistent from the inside-out, she will aid the team in visualizing a comprehensive and inclusive future for Hudson Yards that appeals to New Yorkers of all backgrounds.

alexanderwang



SOHO HOUSE

VOGUE

RIHANNA



teenVOGUE

BARBRA RUDOLPH

creative producer
project manager
researcher
creative strategist
program designer
experiential curator

Barbra Rudolph is a multidisciplinary creative producer hailing from NYC and residing in Mexico City. She has led and managed the execution of large-scale global campaigns for major Fortune500 companies and festivals such as Tribeca Film Festival, Google, Calvin Klein, GoldmanSachs, McDonalds, amongst many others.

As both a producer and project manager, she is a master organizer, designer, multi-tasker, and problem solver. Driven by the goal of contributing to something that's never been done before, Rudolph loves to work in teams and collaborate on complex, innovative projects.

Rudolph is most interested in exploring and expanding the human experience and believes this can be accomplished through many different mediums. Live transformation is the key to any innovation – people and their connection to each other is the driving force. She approaches each challenge with a curious eye and is especially skilled at understanding the logistics of how things come together for a more perfect result. Working with Hudson Yards will be no different. A cultural creative team needs a grounding, practical manager. Her role within the Jenga Project will be to question and strategize for the highest implementation.



Calvin Klein

Google



UNIVERSAL MUSIC GROUP

Goldman Sachs



YouTube

EDITION®

RethinkX has published papers in technological disruptions for the last decade. In their Humanity Report of 2020, they discuss how within this decade, the entire world will see key technologies concurrently disrupt all five sectors of the economy – transportation, agriculture, materials, energy, and information – at a speed and scale that is unprecedented. These technologies include AI, Computing, Precision Biology, Sensors/IoT, Batteries, Solar PV, Communications, Blockchain, Robotics, and Additive Manufacturing. The prevailing production system and organizing system will no longer be efficient, and we will shift away from a model of centralized extraction and the breakdown of scarce resources. The new system will involve design over a collaborative network-model and a localized creation from limitless, ubiquitous building blocks.

History indicates that leading civilizations have evolved ever-greater organizational capabilities in tandem with increased technological capabilities. While the technological capabilities dictate the potential of any civilization, the Organizing System determines how close to this potential a society can get.

Hudson Yards has the potential to prototype and discover a new Organizing System for New York, as well as globally. With a new kind of RFP, you give Hudson Yards the opportunity to be a disruptor in and of itself. It has the technology, but it does not yet have the vision. It is a cultural problem, but it is also a historical crisis.

Further Reading:

<https://www.rethinkx.com/humanity>