



NYU

**SCHOOL OF
PROFESSIONAL STUDIES**

CAPSTONE

FAIR

2023-2024

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ABOUT CAPSTONE

NYU School of Professional Studies' Capstone Program provides our graduate and undergraduate students the opportunity to apply their classroom learning in complex, real-world environments. Capstone students or teams spend an academic year addressing challenges and identifying opportunities for clients or conducting research on a pressing social question. Students must quickly become familiar with an issue or content area, demonstrate skills such as project management and teamwork, and effectively gather, analyze, and present data. The final product exemplifies the volume and depth of theoretical knowledge gained in the classroom.

The thirteen student projects summaries in this booklet are representative of the NYU School of Professional Studies' seven divisions, in addition to the Real World course, which places an emphasis on hands-on, experiential learning.





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NYU SPS CELEBRATING 90 YEARS OF GUIDING STUDENTS TO THRIVE IN THE REAL WORLD

Established in 1934, NYU SPS is an internationally recognized university that offers diverse students access and opportunity to practical, real-world preparation to thrive in their careers while building the next generation of industry leaders ready to embrace tomorrow's innovations and challenges and lead change in global workplaces.

The NYU SPS global community is made up of industry professionals, and trailblazers shaping the future of industries, positioning the School as an idea incubator and innovative center for various fields, including real estate, hospitality, global affairs, sports business, integrated marketing, HR, professional writing and more.

Today, NYU SPS offers one of the most diverse portfolios of educational offerings at NYU, including graduate degrees, bachelor's degrees for traditional and degree completion students, associate degrees, continuing education courses, and certificate programs.

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CENTER FOR GLOBAL AFFAIRS

MS IN GLOBAL SECURITY, CONFLICT, AND CYBERCRIME

NAVIGATING SYNTHETIC CONTENT: STRATEGIES, EFFICACY, AND GLOBAL PERSPECTIVES

In an era of rapidly advancing artificial intelligence, there is an urgent need to adopt AI provenance measures, including the addition of metadata, digital watermarks, and public-facing labeling of synthetic media. President Biden's Executive Order on the Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence seeks to address the potential risks posed by synthetic content and calls for the Department of Commerce to develop guidance for federal agencies to authenticate content and track its provenance, detect synthetic content, and label AI-generated content via watermarking.

In this consulting practicum, students worked on a project for the US State Department's Global Engagement Center to develop guidelines and best practices for the authentication, detection, and labeling of AI-generated content. The students generated two briefs. The first presents countries' various strategies for authenticating, detecting, and labeling synthetic content with a particular focus on the United States, the United Kingdom, the European Union, and China. This brief will be a valuable tool to educate not only interested parties within the US government interagency, but will be shared with US

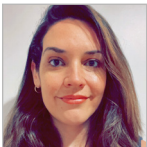


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partners and allies through embassies overseas in order to help inform and promote their country's adoption of relevant frameworks and guidelines around the authentication, detection, and labeling of AI-generated content.

The second brief considers current practices of authentication, detection, and labeling in the private sector and proposes possible guidelines, implementation requirements, and policies for increasing the transparency of synthetic content both within the tech sector and for the general public. Based on a systematic review of related literature on the effects of misinformation and the design and effectiveness of warning labels more generally, we present thresholds for the public-facing labeling of synthetic content and the possible advantages, limitations, and consequences, intended and unintended, of such labeling. This second document will serve as a point of reference and discussion within the US government regarding the development of government guidelines and possibly regulations on tech companies for the authentication, detection, and labeling of synthetic content.

PARTICIPATING STUDENTS

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MS in Global Security,
Conflict, and Cybercrime

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MS in Global Security,
Conflict, and Cybercrime

**Dylan Labita**

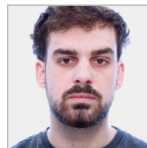
MS in Global Security,
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MS in Global Security,
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MS in Global Security,
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MS in Global Security,
Conflict, and Cybercrime

FACULTY LEADER

Mary Beth Altier

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2023-2024

CENTER FOR PUBLISHING AND APPLIED LIBERAL ARTS

MS IN PROFESSIONAL WRITING

REMEDIATING TIME PERCEPTION ABILITY DEFICITS IN CHILDREN WITH ADHD: THE HYBRID EDUCATIONAL AND ASSISTIVE TECHNOLOGY MODEL APPLICATION

This thesis presents the Hybrid Educational and Assistive Technology Model Application (HEAT-MA), an innovative approach designed to remediate Time Perception Ability (TPA) deficits in children with Attention Deficit Hyperactivity Disorder (Ch-ADHD). The HEAT-MA merges educational gaming with Time Assistive Devices (TADs), integrating specially adapted clocks, calendars, and planners into an interactive gaming environment. The thesis



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explores the theoretical underpinnings and practical applications of the HEAT-MA, drawing on cognitive- behavioral therapy principles and the latest developments in educational gaming and time-based data visualization. By addressing the unique challenges of Ch-ADHD, the HEAT-MA aims to enhance TPA and executive functioning skills, thereby fostering better developmental outcomes and independence. The thesis discusses the design process, limitations, and potential impacts of the HEAT-MA, offering insights into the future of educational and assistive technology in addressing the specific needs of Ch-ADHD. It concludes by describing the Educational and Assistive Technology environments of the HEAT-MA (Ed-E and AT-E), with descriptions of educational gameplay and enhanced 3D visualizations of time-based data for use in TADs.

Keywords: Attention Deficit Hyperactivity Disorder, Time Perception Ability, Educational Gaming, Teaching Time, Assistive Technology, Time Assistive Devices, 3D Visualization of Time-Based Data

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MS in Professional Writing

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Kristine Rodriguez Kerr

CAPSTONE FAIR

2023-2024

MS IN PUBLISHING: DIGITAL AND PRINT MEDIA

CURIO PUBLISHING | ANSWERING THE WHY FOR EDUCATION

In India, the education publishing industry focuses on providing textbooks and digital resources for children and teenagers aged 3-18. However, the education system in India is a vast and diverse landscape. While established boards like CBSE and ICSE dominate the scene with thousands of schools, there's also a significant presence of affordable state-run institutions. The market presents substantial demand, with a majority of schools following the CBSE curriculum, encompassing approximately 28,000 schools. Additionally, there are around 25,000 affordable state-run schools with the financial capacity to purchase quality educational materials. Each grade level, on average, includes around 1.59 million students across both private and public schools. This creates a substantial addressable market, with a more detailed analysis provided in the market backdrop section.

However, a challenge has emerged for traditional educational publishers. The National Education Policy (NEP) 2020 and National Curriculum Framework (NCF) 2023 advocate for a new era of integrated learning. This approach emphasizes a blended learning experience that combines traditional textbooks with digital tools, hands-on activities, and well-trained teachers. The problem? Publishers typically develop content with a 3-5 year shelf life, potentially creating a mismatch with the rapidly evolving NEP/NCF guidelines. The situation was further complicated by the pandemic, which not only led to a decline in textbook sales but also pushed the need for more digital content. Schools, on the other hand, might be slow to adopt this new integrated approach due to implementation complexities.



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Enter Curio Publishing—a new-age educational publishing company based in India. We see a unique opportunity to bridge this gap and empower a new generation of learners.

We envision ourselves as pioneers in the blended learning space, developing new-age educational products specifically targeted towards students aged 3-11 years old. This segment encompasses playschool, kindergarten, and grades 1-5, representing a significant market segment in India.

Our approach: We'll ensure our content aligns perfectly with the latest NEP/NCF requirements, promoting integrated learning that reduces exam pressure and encourages a holistic approach. We believe in going beyond just academics (IQ) and will integrate child psychology into our content creation process. This means placing a strong emphasis on social-emotional learning (SEL), a concept popularized by psychologist Daniel Goleman, who introduced the term “emotional intelligence” (EQ). EQ refers to a person's ability to understand, use, and manage their own emotions in positive ways to achieve their goals. We believe that nurturing this aspect of development alongside intellectual intelligence (IQ) is crucial for a well-rounded education.

Curio Publishing also understands the crucial role parents play. Through creative storytelling and marketing strategies, we aim to influence parents towards a more well-rounded educational experience for their children. This holistic approach prioritizes not just academic achievement but also SEL, valuing diversity, inclusion, and fostering creative freedom. By addressing the changing needs of parents and the education system as a whole, Curio Publishing positions itself as the ideal partner for schools, our primary target market.

PARTICIPATING STUDENT



Keshav Bansal

MS in Publishing: Digital
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FACULTY LEADER

Jack Perry

CAPSTONE FAIR

2023-2024

DIVISION OF APPLIED UNDERGRADUATE STUDIES

BS IN APPLIED DATA ANALYTICS AND VISUALIZATION

CREATION OF MACHINE LEARNING MODELS TO PREDICT EMPLOYEE BEHAVIOR IN TECH COMPANIES

This capstone project explores the application of machine learning to predict employee turnover in tech companies. A comprehensive analysis using decision tree classifiers, logistic regression, multinomial naive bayes, and K-means clustering was conducted on a curated dataset to discern key factors influencing employees' decisions to leave. The decision tree classifier emerged superior, with an accuracy of 94% and a precision of 89%, underscoring the importance of performance evaluations and workload balance in retention strategies. Notably, the model's learning curves demonstrated excellent generalization capabilities, confirming no overfitting. Furthermore, a confusion matrix analysis revealed a strong model specificity with minimal false negatives and positives, enhancing the practical utility for HR departments. The project's integration with MLOps practices ensures a seamless transition to a production environment, bolstering scalability and maintainability. Future work will extend to incorporating time series analysis and granular demographic data to refine predictive accuracy further.

PARTICIPATING STUDENT



**Juan Diego Palacio
Sarmiento**
BS in Data Analytics
and Visualization

FACULTY LEADER

Joseph Panzarella



**NYU****SCHOOL OF
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DIVISION OF PROGRAMS IN BUSINESS

MS IN INTEGRATED MARKETING

MENUEASE

The language barrier between Chinese-speaking foodie tourists and Thai-speaking restaurant staff in cities like Chiang Mai and Phuket often leads to menu misunderstandings, order errors, and bad reviews. This problem is compounded by the reluctance of Chinese-speaking foodie tourists to seek assistance due to embarrassment, and their subsequent complaints and negative reviews when they receive incorrect orders. While current solutions like Google Translate are free and widely available, they are inadequate and often inaccurate when it comes to food. Training Thai staff to speak Chinese or translating frequently changing menus is too time-consuming and costly for small and medium-sized restaurants. MenuEase addresses this gap by offering restaurants a QR-driven platform that provides Chinese foodie tourists with expertly translated menus, reducing order errors and enhancing their dining experience.



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With approximately 2,156,000 Chinese foodie tourists visiting Chiang Mai and Phuket annually (Bangkok Post, 2024; C9 Hotelworks, 2020; China Trading Desk, 2023), and over 500 restaurants in these cities, opened to adopting technology solutions to address this language barrier, the market opportunity is significant for MenuEase. This service enlists professional translators proficient in both Chinese and Thai to accurately translate menus, provides Chinese phonetic pronunciation of Thai words to encourage Chinese tourists to use when ordering, and subsequently generates QR codes printed on tabletop ornaments. This business model allows MenuEase to charge restaurants a reasonable subscription fee of \$89 per quarter or \$320 per year, which is expected to be more than offset by a modest increase in traffic (e.g. 13 additional customers/quarter) and by improved reviews.

To successfully launch and develop MenuEase, an initial investment of \$150,000 is needed for platform development, marketing, personnel recruitment, and basic operations, with an anticipated income of \$24,903 projected in the first year upon adoption by 90 restaurants. By providing this valuable service, we expect MenuEase to reach 364 restaurants by the end of the third year, generating \$228,522 in revenue and achieving breakeven. This growth strategy involves a phased launch, starting from Chiang Mai and Phuket and gradually expanding to other Thai cities and international markets, ensuring sustained expansion and success.

PARTICIPATING STUDENT



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MS in Integrated Marketing

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MS IN MANAGEMENT AND SYSTEMS

INNOVATION AND ENTREPRENEURSHIP- S05 SALE

Of the fashion garments produced globally, 15 billion units are manufactured in Latin America annually. This region also generates over 10 million tons of clothing-related waste each year, resulting in more than 50,000 tons of micro plastics (Lindner, 2024) . On average, 15% of the fabric utilized in production is wasted, with 57% of all discarded clothes ending up in landfills (Chan, 2024).

Given the significant amount of waste generated by the fashion industry, with Latin America alone contributing to millions of tons of clothing-related waste, S05 recognizes the urgent need for action.



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By creating strong partnerships with fashion companies, we aim to divert these clothing items from ending up in landfills. S05, an online marketplace, aims to counteract the environmental impact of fashion brands while providing affordable options for consumers. We will offer discounted products from Latin American fashion brands, with savings of up to 70% off retail prices, featuring past collections, discontinued items, and samples.

Our online platform will prevent 1.5 million items of Latin American products from reaching landfills annually by the end of our first year in operation. We anticipate scaling this impact to 3 million products prevented from entering landfills by the end of our second year. This expansion will involve not only the sale of high-end brands but also everyday items like underwear, which can be offered in packages of 3 or 4 items to increase the average number of units sold. The advantage of S05 lies in its potential for diversification across multiple product lines.

PARTICIPATING STUDENT



Adelaida Urrea
MS in Management
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FACULTY LEADER

Myron Gould



MS IN PROJECT MANAGEMENT

VISION EXPLORERS

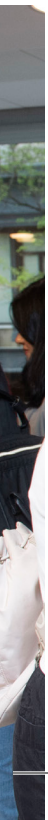
Research focus: Our research focus centers on exploring innovative technologies and methodologies to enhance healthcare accessibility, patient engagement, and overall wellness. We strive to develop cutting-edge solutions that leverage artificial intelligence, augmented reality, and mixed reality to revolutionize healthcare delivery. Additionally, our research delves into market expansion strategies to ensure our solutions reach diverse populations worldwide, with a particular emphasis on underserved regions. Ultimately, our goal is to drive positive change in the healthcare industry by fostering innovation, accessibility, and inclusivity.

Project 1: Augmented Reality for Enhanced Care AR Glasses - AREC

AREC aims to develop augmented reality (AR) glasses for enhanced patient care and medical training, aligning with Dosify Healthcare Solutions' mission to revolutionize healthcare through technology. Leveraging advanced AI capabilities, these glasses empower patients with personalized health assessments, aid family members in monitoring and caring for patients, assist doctors in diagnosis and treatment decisions, and provide valuable insights for company management. Through seamless communication and cutting-edge body scanning capabilities, the glasses enhance user experience and foster a more informed and collaborative healthcare ecosystem, ultimately improving patient outcomes and revolutionizing healthcare service delivery.

Project 2: Research Data Analytics and Insights - RDAI

RDAI focuses on harnessing data from Augmented Reality (AR) Glasses for emergency medical response to drive research and generate valuable insights. By analyzing this data, the project aims to uncover trends, patterns, and actionable insights that can inform healthcare practices, enhance patient outcomes, and contribute to medical research. Expected outcomes include the development of a robust data analytics platform tailored to researchers' needs, facilitating data-driven decision-making and supporting evidence-based research initiatives. Challenges such as ensuring data privacy, implementing secure data storage mechanisms, and establishing collaborations with research institutions are anticipated. However, aligning with Dosify's mission of



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revolutionizing healthcare through technology, this project aims to position Dosify as a leader in leveraging healthcare data for research and innovation, ultimately advancing healthcare practices and patient outcomes.

Project 3: Mixed Reality Training Platforms for Healthcare Professionals - MRTP

M RTP aims to establish Dosify as a leader in healthcare innovation by developing a mixed reality training platform. Leveraging VR, AR, and mixed reality technologies, the platform will simulate real-world medical scenarios and procedures, providing a hands-on learning environment for healthcare professionals such as surgeons, nurses, and medical students. Expected outcomes include enhanced learning outcomes, increased proficiency in complex medical procedures, reduced training costs, and improved patient safety. Challenges such as integrating advanced VR and AR technologies and ensuring user-friendliness are anticipated. However, by aligning with Dosify's commitment to healthcare innovation and education, this project aims to



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reinforce Dosify's position in the market as a provider of cutting-edge educational tools, thereby attracting a wider user base and establishing trust with healthcare professionals.

Project 4: Market Expansion and Accessibility - MEA

MEA seeks to increase Dosify's market share and broaden the accessibility of healthcare solutions. By targeting new geographic and demographic groups, Dosify aims to enhance market share, grow its user base, and provide better healthcare solutions to a wider audience. Through strategic localization, targeted marketing campaigns, and continuous monitoring and feedback, Dosify endeavors to establish itself as a major player in the global healthcare technology industry. With a budget of \$750,000 and a timeline of 24 months, this project aligns with Dosify's commitment to innovation and accessibility in healthcare delivery.

PARTICIPATING STUDENT



Sriram Acharya
MS in Project Management



Heena Kalra
MS in Project Management



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MS in Project Management



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MS in Project Management

FACULTY LEADER

Paul Meadows

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2023-2024

MS IN PUBLIC RELATIONS AND CORPORATE COMMUNICATION

CORPORATE REPUTATION AND TRUST IN THE U.S. HEALTHCARE INDUSTRY: AN ANALYSIS OF PHARMACEUTICAL COMPANY-LED UNBRANDED DISEASE EDUCATION CAMPAIGNS FOR DIABETES

This research investigates the impact of unbranded disease education campaigns on consumer trust and corporate reputation within the pharmaceutical industry. Consumer trust and a positive corporate reputation are increasingly crucial for businesses, particularly in the pharmaceutical industry where individuals entrust their health to these companies. However, these companies face a balancing act between profit-driven activities and trust-building initiatives. This study aims to contribute to the rationale for investing in unbranded campaigns by demonstrating that such initiatives can lead to increased consumer trust and improved corporate reputation.



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The research employed a multifaceted approach to understand consumer perspectives and industry practices. Interviews were conducted with healthcare public relations experts, patient advocacy experts, and diabetes patients. Additionally, an online survey targeted adults residing in the United States. These methods aimed to gather insights on the importance of consumer trust and corporate reputation, the public's perception of pharmaceutical companies' visibility, reactions to unbranded diabetes education campaigns, the effectiveness of strategic partnerships, and the features of impactful unbranded campaigns.

The findings suggest a positive shift within the industry regarding unbranded disease education campaigns. The research revealed that these campaigns can be a strategic tool for building and maintaining a positive corporate reputation. Furthermore, the COVID-19 pandemic appears to have lessened industry reluctance towards such initiatives. However, the research also highlights the importance of strategic considerations; for unbranded disease education campaigns to be successful, they must align with the pharmaceutical company's core values and strengths, prioritize the specific needs of the target patient population, and consider collaboration with credible patient advocacy organizations.

PARTICIPATING STUDENT



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MS in Public Relations and
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MS IN TRAVEL AND TOURISM MANAGEMENT

SOBAT BOLANG: EMPOWER SUSTAINABLE RURAL TOURISM DESTINATION IN INDONESIA



sobat bolang

Empower Sustainable Rural Tourism Destination In Indonesia through an Integrated Digital Travel Platform

Rizal Adhari
April, 2024



Hence, to be part of the solution, I found Sobat Bolang: Empowering Rural Tourism through an integrated digital travel platform

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
- Local Accommodation - Local Transportation - Local Tour Guide - Local Foods - Local Shop - Local Attractions	- Destination Acquisition & Management - Marketing - Key Resources - Tech Development - People Mgmt	- Community Platform with integrated product offer and collaborative feature - Leading rural destination listing coverage - Trust & Safety service	- Social Media - In-platform CS	- International Expatriate - Business - Student - Digital Nomad - Short-term Business - Leisure Domestic - Business - Leisure
Cost Structure			Revenue Stream	
- People - Selling & Marketing - Website & Tech - Office & Destination Operation			- Transaction-based commission - Admin Fee - Membership Fee - Display Ads Banner Fee	

Using commission-based model, revenue generation driven by technology development and people management, without heavy tangible asset investment

Rural tourism in Indonesia holds vast potential, yet addressing discoverability, accessibility, trust, safety, and sustainability remains pivotal.



Rank #1 of The World's 50 Most Beautiful Countries by Forbes 2022



315 of 4,678 rural tourism destination is on the developed stage and potentially generate est \$2 Billion of tourism value/ year



Unity in Diversity: Tons of experience offer from culture, food, religion, tradition, etc

KEY CHALLENGES



Discoverability



Accessibility



Trust & Safety



Sustainability



PARTICIPATING STUDENT



Rizal Adhari
MS in Travel and
Tourism Management

FACULTY LEADER

Elizabeth Haas

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PRESTON ROBERT TISCH INSTITUTE FOR GLOBAL SPORT

MS IN SPORTS BUSINESS

REVOLUTIONIZING WOMEN'S HOCKEY: LEVERAGING PAST FAILURES TO PROPEL THE PWHL FORWARD

Taking inspiration from the powerful words of Serena Williams, “Overpower. Overcome. Overtake,” we find ourselves on the cusp of a transformative era in sports where women are recognized as equals on the field, court, and rink. We are in the midst of conversations breaking down barriers for future generations, carving out our rightful place at the table, which has long been denied but never deservedly.



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This examination delves into the history of women's hockey leagues in North America confronting the challenges and envisioning the boundless potential of championing and legitimizing them. The glaring disparities in pay, resources, and media attention between men's and women's leagues serve as stark reminders of the pervasive gender inequalities ingrained within the sports landscape. Despite these hurdles, there is an opportunity for profound change.

The emergence of the Professional Women's Hockey League (PWHL) presents a chance to confront these challenges head-on, paving the way for equitable treatment and acknowledgement of women in hockey. This research aims to examine the setbacks that led to the demise of past leagues like the Canadian Women's Hockey League (CWHL), guiding us towards refined strategies and ensuring the PWHL's long-term success as a professional women's hockey league.

PARTICIPATING STUDENT



Brookelyn Leonard
MS in Sports Business

FACULTY LEADER

Gerard Akindes

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AN ANALYSIS OF THE WNBA AND ITS EXPANSION POTENTIAL

In 1996, the NBA board of governors approved the concept of the WNBA to launch in the league's inaugural June 1997 season. Over nearly 30 years, the WNBA has struggled with low viewership rates, attendance and overall engagement. During the 2023 WNBA season, the league had its most-watched regular season in over 20 years and its highest total attendance in 13 years. On top of this, the WNBA also generated new digital engagement with WNBA social media handles generating 20 million engagements, the WNBA app had downloads increase by 400% and digital sports betting on the league doubled from last season. With the interest in women's sports growing nationally in the United States and international engagement with WNBA content coming from countries with the potential to be major markets such as India, Canada, the United Kingdom and Japan, the WNBA should look to expand domestically across at least seven additional cities over the next ten to fifteen years to strengthen their viewership and engagement both domestically and internationally. Domestic expansion needs to occur so that there are opportunities for more domestic and international players to bring additional viewership and revenue to the league, allowing for international North American expansion to be considered. Challenges that the league may face with initial domestic expansion include fan engagement and retention for both in-person and digital efforts and financial investment.

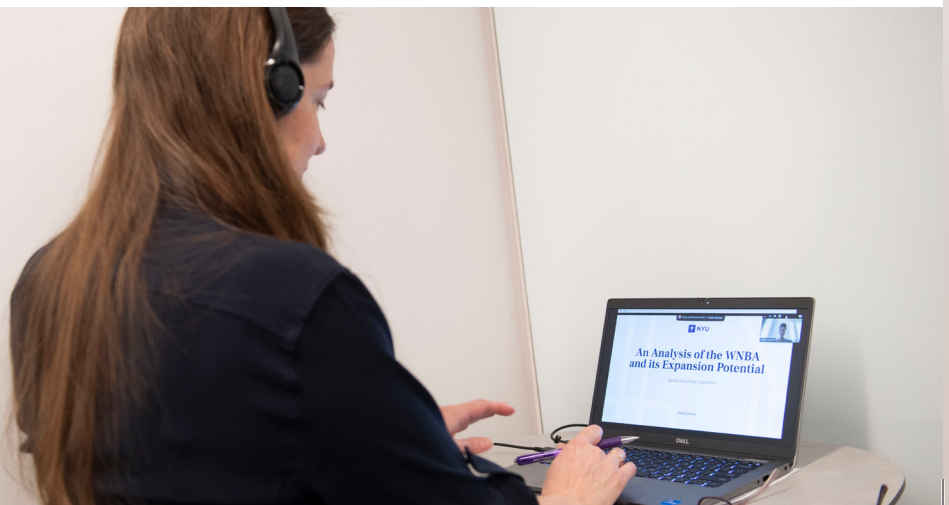
PARTICIPATING STUDENT



Alexis Jamison
MS in Sports Business

FACULTY LEADER

Gerard Akindes



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REAL WORLD

SPARKWAVE SOLUTIONS

This research project presents SparkSpace, a pioneering store concept envisioned by SparkWave Solutions for Samsung Electronics America. In response to the challenge Samsung posed in our Samsung Real World Class, our team endeavored to reimagine the shopping journey for their customers, culminating in the creation of SparkSpace.

Located in the vibrant Miami Design District of Florida, SparkSpace serves as a comprehensive destination catering to all facets of the Samsung experience, from pre-purchase exploration to post-purchase support. Drawing on insights from market research, consumer behavior studies, and design thinking principles, SparkSpace embodies innovation, convenience, and customer-centricity.



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SparkSpace's key features include its immersive showroom with the latest Samsung products, interactive demos, personalized consultations, and seamless integration of digital and physical touchpoints. Moreover, the store emphasizes community engagement through a plethora of various events, fostering a dynamic ecosystem for tech enthusiasts and casual shoppers alike.

By leveraging the unique attributes of the Miami Design District as a cultural hub and blending them with Samsung's cutting-edge technology and brand identity, SparkSpace aims to redefine the retail landscape and set a new standard for experiential shopping. Through collaborative efforts and strategic vision, SparkWave Solutions envisions SparkSpace as not just a store, but a destination that inspires, educates, and empowers customers on their Samsung journey.

PARTICIPATING STUDENTS



Gillian Setiawan
BS in Hospitality and
Tourism Management



Yinan (Momo) Shan
BS in Hospitality and
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Wenyu (Daniel) Wu
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BS in Hospitality and
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FACULTY LEADER

Joanne Tombrakos

SCHACK INSTITUTE OF REAL ESTATE

MS IN REAL ESTATE DEVELOPMENT

NEW CITY MODULAR

New City Modular is a vertically integrated real estate development company providing an innovative solution to the affordability crisis in the workforce housing sector. By optimizing the development and construction processes, this innovative approach seeks to deliver a prompt, affordable, and modern housing solution catering to the middle class.

Additionally, it is within the core mission of New City Modular to improve the urban fabric of our cities. With urban cores having the potential of being the most vibrant spaces of modern society, New City aims to preserve and improve the everyday experience of all their inhabitants. To achieve this, all New City projects employ a ground level retail component and are designed to obtain Passive House certification.

From a business standpoint, the competitive advantage of this venture lies in a building product that can be replicated across varying site scales, independent of location, excluding the need for a fundamental redesign for each project, thus streamlining the delivery of all projects, cutting project costs by as much as 20% and delivery times by as much as 50%.

A production facility in Tucson, AZ is supporting the initial construction operations. All the building components are brought together in this factory and pre-assembled into modules for transportation to the development site. While the modules are being assembled, the sitework preparation for the building is also taking place, this being the only element of the development done according to conventional construction methods. Once arrived at the site, the individual modules are simply stacked and assembled with minimal work into the final building configuration.

Given that transportation of such large assemblies is a substantial undertaking, financial viability for the project can be achieved only if the area of coverage by a modular assembly factory is limited to locations within neighboring states, or within several hundred miles of driving. Consequently, the first two projects for the Tucson, AZ facility will be located in San Jose, CA and Boulder, CO.

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The two projects serve as the prototypical buildings that aim to deliver the proof-of-concept to the market and serve as the foundation from which the entire business will be scaled. The business plan outlined as part of the capstone project will focus on the environmental, social, operational and financial benefits of the business, with a particular focus on the efficiency and investment performance at the development project level.

PARTICIPATING STUDENT



Alexandru Bancu
MS in Real
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FACULTY LEADER

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