

Museu do **Amanhã**

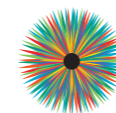
# ANNUAL REPORT MUSEUM OF TOMORROW

## 2018



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Museu do **Amanhã**



INSTITUTO  
DE DESENVOLVIMENTO  
E GESTÃO



CULTURA+  
DIVERSIDADE

RIO  
PREFEITURA



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### Navigating the crisis with credibility, efficiency and creativity

Intense, productive and challenging. This was 2018 in a nutshell for the Museum of Tomorrow, a year in which we reinforced the Museum's image as an important venue for science in Brazil and one of the most popular tourist attractions in Rio de Janeiro.

Maintaining our group of sponsors and supporters was key to this, a feat that showcases the credibility and efficiency of the Development and Management Institute (Instituto de Desenvolvimento e Gestão – IDG).

In this third year as managers, we learned how to overcome all kinds of hurdles, chief among which the 80% cut in funding from the Rio de Janeiro City Hall.

Brazil's economic crisis, which has become even more acute in the city of Rio de Janeiro, also impacted our box-office sales, although visitation remained high on free-admission Tuesdays.

We also faced the challenge of an election year, which is inevitably atypical and ends up reflecting in the decisions made and paths traveled as concerns the nation's cultural programming.

On the other hand, the hurdles helped us become more creative and meticulous, and redoubled our persistence as a means to maintain public service quality while still exceeding the expectations of our partners and of the Friends and Neighbors of Tomorrow.

The Activities of Tomorrow Lab hosted workshops and residencies that lent visibility to Santander and produced two successful temporary exhibitions: Ofisuka, which offered a view of the future of work based not only on technological change, but also on socializing in spaces rich in organic and creative materials; and Edible Future – Prototyping a new diet.

We emphasize our partnership with GloboNews, with the Climate and Society Institute (Instituto Clima e Sociedade – iCS), with Humanize, and with the

Roberto Marinho Foundation devising and holding Platform 2018: the Brazil of Tomorrow, which gathered experts from various domains in high-quality meetings and debates on the topics that drove us last year and for which we would like to see society mobilize. Public Safety and Security; Pathways for Democracy; Water and Sanitation; Science, Enterprise and Innovation; Urban Mobility and Smart Cities; Culture and Diet; Forests; Energy; and Education; not to mention Public Management, which will take place in 2019.

One of 2018's milestones was, without a doubt, the release of our IRB app, which enables visitors to not only navigate the contents of the permanent exhibition, but also to enjoy augmented reality experiences. In this partnership with IRB Brasil RE, we also offer visitors essential resources, such as transport tips and the museum's detailed and up-to-date programming.

Just as important was the consolidation of IRIS+, released in December 2017 with IBM for a sponsor, and whose voice feature improves the experience for the visually impaired – the hearing impaired can rely on the chat feature. Two out of the six service totems prioritize wheelchair users and children. This expands on our accessibility policy, which is now a key priority for us. The voice assistant is also crucial to the museum's purpose of making people not only reflect on the effects their actions have on the planet, but also to engage in changes that will improve socialization and sustainability – two of our axis-themes.

Challenges will be massive in 2019 as well, but our experience, transparency and learning, the constant improvement of our management processes, and the attraction of partners as committed as you are, will be our trump cards to continue believing and investing in a sustainable and joyful Tomorrow, one increasingly conducive to socialization.

#### RICARDO PIQUET

President, Development and Management Institute (Instituto de Desenvolvimento e Gestão – IDG)

### A museum of innovation, creativity and partnership

Like many museums in Brazil, the Museum of Tomorrow has been experiencing major operating challenges; these include maintaining its financial soundness while continuing to offer constant and innovative programming capable of fostering reflection on behaviors, attitudes and actions for potential tomorrows. Addressing these challenges while maintaining a complex equipment on a pier in the Bay of Guanabara is a complex mission that demands caution and focus.

It is the constant and devoted work of the Museum of Tomorrow team that guarantees a quality experience for every visitor, surprising them with our exhibitions' innovations, but also with our meticulously careful management.

The economic crisis that the City of Rio de Janeiro is undergoing would inevitably create operational impacts. The past three years' drastic cuts in funding from our contracting party, the Municipal Bureau of Culture, required restructuring efforts to maintain minimum operating standards without losing the quality of what we have to offer our visitors.

Given the changing scenario, we intensified our fundraising efforts to ensure the operations of a venue that has deservedly become a management and innovation benchmark for several science museums around the world.

As General Managers of a living, dynamic and innovative Applied Sciences and Education Museum, facing everyday challenges requires flexible management, and nimble, creative and empathetic solutions. To uphold our mission, we maintain a motivated team devoted to the construction of an ever better and more attractive museum, in a persistent listening and collaboration exercise. The values of respect, enthusiasm, diversity, accessibility and affection are important assets for our activities.

With the ethics that pervade our DNA, we work to maintain the transparency of our actions, before the public and before our employees and partners. This report exemplifies our policy of transparency, disclosure and, above all, respect for our sponsors.

Associating a brand with the Museum of Tomorrow does not mean gaining visibility alone, but also endorsing quality social responsibility actions and committing to the collective construction of a better future. In this sense, we are certain that we remain in the company of partners that share a pervasive concern with transforming society, with collective reflections, and with engagement in actions outlining a positive future for upcoming generations.

#### HENRIQUE OLIVEIRA

Executive Director, Museum of Tomorrow

### New scenario, new perspectives

The year 2018 consolidated the economic crisis that Brazil has been experiencing in recent years, magnified by the elections scenario and political polarization. In Rio de Janeiro, where the recession has intensified and investments in culture dwindled, the crisis hit the Museum of Tomorrow head-on, leading to an 80% cut in City Hall funding.

Given these challenges, the Projects and Fundraising Division embraced a proactive attitude and, in addition to maintaining all of the museum's main sponsors and supporters, formed a relevant new partnership with Carrefour, which will open their temporary exhibition "Pratodomundo – Feeding 10 Billion" with us in 2019.

To handle a period public-sector upheaval, IDG has upgraded its strategic planning in connection with both fundraising and the application of funds. In addition, the Museum of Tomorrow is governed by an Annual Activities Plan that covers maintenance as well as content. Raising matched funds for projects and maintenance/infrastructure is an innovative initiative that has become our management trademark in the few – but fruitful – years of work in this and other spaces and projects that IDG manages.

Initiatives that even further diversify our revenue sources include partnerships disseminating the Museum's brand off-site while activating partner brands, in addition to bespoke projects with certain partners – one example being the food and nutrition exhibition held jointly with Carrefour is one such. A good example was our partnership with IBM to release IRIS+, a voice assistant that allows increased visitor interaction and engagement with the museum's contents, in addition to providing accessibility to the sight impaired.

The museum's app, created in a partnership with IRB Brasil RE and enabling visitors to gain a deeper sense of the main exhibition's contents, in addition to augmented reality experiences, was another highlight in 2018. We also held the Brazil of Tomorrow Platform, a series of debates on important current topics held in partnership with Globonews, Comunitas and the Citizenship Institute of Brazil. It is also worth pointing out the Museum of Tomorrow's role at the 8th World Water Forum, in Brasília, where we sent a replica of our Matter Cube, which is part of our permanent exhibition. This off-site activation in an important trade event was done in partnership with Shell.

We further emphasize the projects created in the Activities of Tomorrow Lab (LAA), offered by master sponsor Santander and which added lots of visibility to the venue. In 2018, the LAA launched two successful temporary exhibitions as the product of workshops and residencies: "Ofisuka" a view of the future of work; and "Edible Future – Prototyping a new diet," on the food of the future.

The new sources joined established ones, such as box-office sales, the Friends of Tomorrow program – where the number of active plans was up almost 80% from 2017 – and the subletting of space for corporate events, to name a few.

In 2019, we will face new and different challenges. For sure, the support of our partners and sponsors in 2018 gave us the creativity and flexibility to address them and thereby manage assets as crucial as culture, science and education with excellence and determination.

#### RENATA SALLES

Projects and Fundraising Director





# SENTIMOS

Like old sailors have been saying since forever, sail carefully in the fog: in this city of St. Sebastian, of such beauty and such ordeals, all is repetition and reinvention, things old it hides from sight, and things new it reveals. The Museum of Tomorrow, in its third year in operation, faced unforeseen challenges that led to equally unforeseen accomplishments. Beginning with its role in the 8th World Water Forum, in Brasília, where a content module from the main exhibition was for the first time shown off Museum grounds, using an innovative Virtual Reality support medium. Investment in cutting-edge technology, the founding principle of the Activities of Tomorrow Lab – LAA, crystallized in exhibitions like AYA and the World of Creative Artificial Intelligences and the particularly noteworthy Ofisuka 2068 – the Future of Work, where a committee of youths helped develop scenarios for occupational environments where they may be engaged in the future. The temporary exhibition Inovações – Innovation the Brazilian Way ended after hosting no less than 460,000 visitors. Other short-run exhibitions, like Invisible Worlds, in partnership with ArtBio, and Threatened, about threatened species, enriched the repertoire on display before visitors. On the other hand, the scheduled temporary exhibition about Food and Nutrition had to be transferred to 2019 because of technical and budgeting issues. The route charted is not always the route sailed, even if the port of berth remains the same.

Another highly important project that builds our ties with or neighbors (of the close to 30,000 residents of the districts and communities close to Mauá Square, 4,000 are already Neighbors of the Museum, and the count keeps rising!) and the Educational Museum concept that we are developing was Between Museums, a combined visitation program involving other museums that has also enabled increasing students' interest in the city, its stories and its ins and outs. The always

relevant academic activities were represented by only by the a new edition of the Master Meeting of the Brazilian Academy of Sciences – ABC, but also by the traditional Science at Six-Thirty project, in partnership with the Brazilian Society for the Scientific Progress – SBPC and countless seminars and lectures – for example, the Museum was selected by the University of Leyden, in the Netherlands, to host the Cleveringa Lecture, an international event in defense of academic freedom, and also hosted the annual conference of the Brazilian Geological Society – SBG. Also worth mentioning in the scientific education arena, was the first edition of the Inspiring Science project for building the skills of public and private schoolteachers, which will be reedited and expanded in 2019.

The opening of the interactive exhibition All of our Bays (“Baías de Todos Nós”) sealed the Museum's commitment to its urban and environmental surroundings. And, as a milestone of the Museum of Tomorrow's role in the public debate about the construction of our shared future, this election year saw the Platform 2018: the Brazil of Tomorrow series of events address key topics for the organization and development of cities, states and the country overall, featuring panels with guest experts and celebrities.

The waters are choppy, the route may be winding at times, but under the compass of permanent values – the affirmation of Knowledge, Innovation, Sustainability and Socialization – the Vessel of Tomorrow sails on to the open seas of new challenges and opportunities. The wind in our sails comes from the support we get from our partners and the public's embrace of the Museum. These winds will surely continue to blow.

**LUIZ ALBERTO OLIVEIRA**

Curator-General, Museum of Tomorrow







# A CONSTANTLY EVOLVING MUSEUM

A single word sums up the year 2018 for the Museum of Tomorrow: maturity. In our third year of operations, we updated and consolidated management experiments that have kept us among the main cultural attractions in the city of Rio de Janeiro for visitors from around Brazil and the world – with museological quality and an education-oriented program as our constant goals.

We have been an institution of superlatives from the outset, in December 2015. A good example lies in the number of visitors expected in our first year, in the 400-500 thousand range, and the actual number of people visiting in the period: more than 1.35 million. For comparison, according to the Brazilian Institute of Museums – Ibram, the average number of museum visitors in the same years was just over 31 thousand.

In 2018, unlike 2016, the city of Rio de Janeiro hosted no major events, but the numbers remained substantively high compared with other culture centers in the city and nationwide: almost 800 thousand people came to the Museum of Tomorrow. It was also the year when we reached an impressive 3 million total visitors.

Numbers like these are a product of our management model, as well as of our constantly improving operations. Our Compliance area was established in 2017 and started generating concrete results in 2018; and last year we created the Quality area, whose work aims to optimize our teams' processes.

This safety net added expertise and efficiency to our work. Last year's LCD Awards, which some call the "Oscars for Museums", recognized us as the Best Cultural Organization as a soft-power destination – that is, one with the ability to indirectly influence behavior.

Excellence is reflected in our social initiatives. Inclusive programs like Between Museums – which invites schools from the Port Region to combined visits to our museum plus another – and Neighbors of Tomorrow, which now has 4 thousand registered members who get to visit the museum free of charge, we aim to increasingly become and Educational Museum.

Applying the maturity and knowledge that the last three years have yielded to promote a more reflective, responsible and inclusive Tomorrow is our daily challenge and goal as an institution.



**NUMBERS  
DRIVING  
IDEIAS**

**Overview**

In its third year of operations, the Museum of Tomorrow kept up the numbers that consolidated its status as a successful Rio de Janeiro cultural institution. In 2018, thousands of visitors were able to gain a new outlook on the world from our corridors.

We are proud to present our content in association with our sponsors' brands. Our public has experienced the Museum in hundreds of events, regular activities and temporary exhibitions. The ability to add knowledge to partner brands is of immeasurable value to the Museum.



**19**

SPONSORS AND PARTNERS  
**6 NEW ONES IN 2018**

**160**

PARTNER  
INSTITUTIONS

**8.147**

TRADITIONAL-MEDIA  
MENTIONS

**50%**

OF THE BOARD  
ARE WOMEN  
**WE HAVE MAINTAINED  
GENDER EQUALITY**

**826**

FRIENDS OF TOMORROW  
596 PLANS  
**UP 30% FROM 2017**

**6**

TEMPORARY  
EXHIBITIONS

**+40.000**

PARTICIPANTS AT  
MUSEUM ACTIVITIES

**1.125**

LAA ACTIVITIES  
PUBLIC

**1.812**

PRESENT IN THE CONTENT  
AREA'S ACTIVITIES

**6.822**

ESTIMATED COMMUNITY  
RELATIONS EVENTS PUBLIC



**+4.000**

NEIGHBORS OF TOMORROW  
**NEW ONES IN 2018**

**3.271.845**

VISITORS SINCE  
OPENING DAY  
**769.368 IN 2018**

**+22.000**

PUBLIC EDUCATION  
STUDENTS IN  
MEDIATED VISITS

**2.500**

AVERAGE  
DAILY VISITORS

**+30.000**

PEOPLE SERVED  
BY EDUCATION

**305**

OPEN  
DAYS

**680**

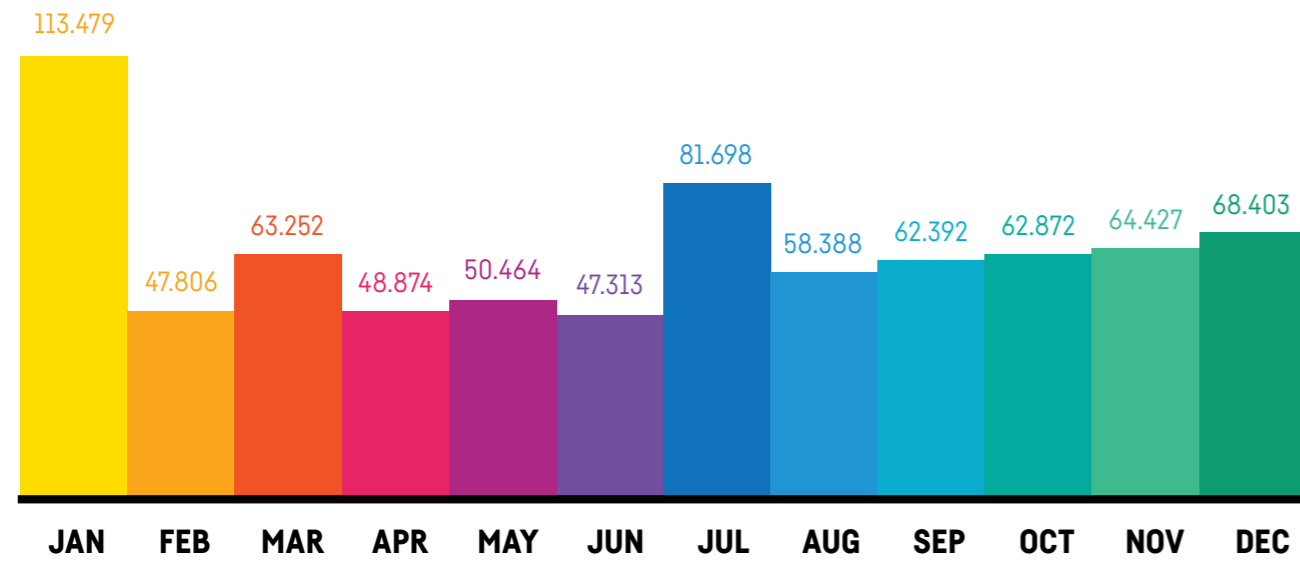
SCHOOLS HOSTED

**50%**

NOT FREQUENT  
MUSEUM VISITORS  
**11% HAD NEVER  
VISITED A MUSEUM**

# THE MUSEUM'S PUBLIC IN 2018

Number of visitors



Total:

**769.368**

**+3,2 million**  
visitors since opening day

**9,56**

AVERAGE SCORE GIVEN TO THE MUSEUM OF TOMORROW EXPERIENCE ON A 1-10 SCALE

**96%**

WOULD DEFINITELY RECOMMEND VISITING



**31%**

From the city of Rio de Janeiro

**62%**

Female

**35%**

From the North End of Rio de Janeiro

**11%**

Had never visited a museum

**50%**

From other states in Brazil

**50%**

Not frequent museum visitors

**31%**

Between the ages of 25 and 34

**85%**

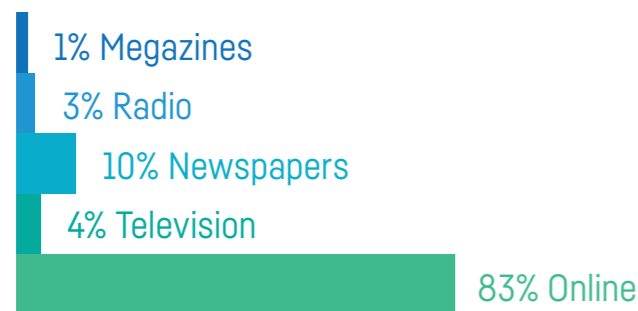
had never been to the Museum of Tomorrow



# THE MUSEUM OF TOMORROW ON THE MEDIA

Ever since it first opened its doors, the Museum of Tomorrow has been drawing the attention of the domestic and international press, with thousands of mentions in all kinds of media. In 2018, there were more than 8 thousand stories on newspapers, magazines, radio and TV, particular note being due to a New York Times feature on IRIS+, our artificial intelligence interaction experience, launched in December 2017 in partnership with IBM. With equally extensive visibility on digital platforms, the Museum of Tomorrow keeps Brazil and the world connected with our contents.

## TRADITIONAL MEDIA REPERCUSSION



**8.147**

Total mentions

**121**

Editor assignments, releases, notes and agenda mentions

**393**

Press contacts

**69**

Mediate interviews with spokespersons

**R\$ 19,2 million**

In ad value equivalency



### Museu na fita

Já reconhecido, em 2016, como o "melhor novo museu do ano das Américas" pelo Leading Culture Destinations Awards, o Museu do Amanhã volta à lista do prêmio que é tido como "o Oscar dos museus". Agora, na categoria "melhor organização cultural para promoção de soft power".

Disputa com o Museu de Vancouver e o Louvre Abu Dhabi.



**15 TRABALHE A EMPATIA**  
O sucesso às vezes está no óbvio, não na ideia mirabolante. O canal tem muito essa característica de olhar sempre atento. Por isso, a criatividade pode ser uma aliada para tirar o Rio da recessão. Também é fundamental estabelecer diálogo com os moradores do seu negócio. Quando o museu abriu, convidamos 4.000 moradores da região para visita livre, preferir mão e distribuímos cartilhas para eles entrarem quando quiserem. Especificação só nos fortalece. **Ricardo Piquet**, diretor-presidente do Museu do Amanhã, o mês seguinte depois



### AGENDA CHEIA



### NOS MUSEUS

O Museu do Amanhã, no Praça Mauá, apresenta três dias de atividades de incentivo, de hoje a domingo, das 14h às 18h. Todas abordam a temática "memória". Os convidados que estiverem entre as 10h e as 12h poderão fazer uma visita guiada para jogar a bola de futebol, sempre acompanhados por equipes amadoras. Já a partir das 14h, o Museu do Amanhã apresenta atividades para a população de todas as idades, incluindo jogos, oficinas e exposições.

### Seu Imposto de Renda pode virar Cultura até o dia 28

Cidadão comum tem direito de deduzir 6% do IR para apoiar museus e instituições pelo país

Uma vez que o cidadão brasileiro tem o direito de deduzir 6% do seu imposto de renda para apoiar instituições culturais, o Museu do Amanhã não poderia ficar de fora. Desde a inauguração, o Museu do Amanhã tem se dedicado a promover a cultura e a arte em geral. Além disso, o Museu do Amanhã também oferece uma programação de atividades para todos os públicos, incluindo jogos, oficinas e exposições. Isso tudo para garantir que todos possam ter acesso à cultura e à arte.



Cultura educa  
Visão do Museu do Amanhã em parceria com o Museu do Amanhã, com mais de 1,2 milhão de visitantes em 2018, o Museu do Amanhã oferece uma programação de atividades para todos os públicos, incluindo jogos, oficinas e exposições.



### Atividades de graça no Museu Amanhã

Oficinas, jogos e rotas de músicas ficarão disponíveis de 17 a 29 de julho

Com a chegada das férias de verão, o Museu do Amanhã apresenta programação especial de 17 a 29 de julho, para receber a temporada. Inúmeras atividades e oficinas estarão disponíveis para todos os públicos, incluindo jogos, oficinas e exposições. Isso tudo para garantir que todos possam ter acesso à cultura e à arte.



Conhecimento e diversão ligados no Museu do Amanhã

**Infantil**  
"Entre o céu e o mar"  
A programação de férias de verão é com certeza a melhor de observação das artes com tecnologia. Além de facilitar o acesso às artes, o Museu do Amanhã oferece atividades para todos os públicos, incluindo jogos, oficinas e exposições. Isso tudo para garantir que todos possam ter acesso à cultura e à arte.



### Projeto democratiza cultura no Rio

800  
O Museu do Amanhã oferece uma programação de atividades para todos os públicos, incluindo jogos, oficinas e exposições. Isso tudo para garantir que todos possam ter acesso à cultura e à arte.

## The New York Times

### Like a Robot, Enhances Museum Experiences

She takes visitors on a six-stop "choose your own adventure" tour of the museum's permanent collection, discussing 60 works of art and asking visitors questions. In front of a Sol LeWitt mural in the museum's lobby, for example, she explains that LeWitt did not personally paint the mural but that a drafter did. She calls this process delegating, and asks, "What part of your job do you wish you could assign to someone else?"

Mark Masuoka, director of the museum, called Dot "a great way to connect people with art and each other. And she doesn't require prior knowledge of the artwork." He said the museum would analyze usage of the chatbot, which he said could help it make "more informed decisions about how we want to develop projects and exhibitions."

The Museum of Tomorrow in Rio de Janeiro collaborated with IBM to develop an IRIS+ chatbot that uses IBM's Watson artificial intelligence technology and was introduced last year.



The Museum of Tomorrow in Rio de Janeiro. (Sula Mendonça/Conting Image)

### IRIS+ ON THE NEW YORK TIMES

IRIS+, the Museum of Tomorrow's artificially intelligent assistant developed with IBM technology, was mentioned in a story about the use of artificial intelligence in museums around the world that ran on October 25, 2018, on the New York Times, the leading US newspaper.

# DIGITAL COMMUNICATION

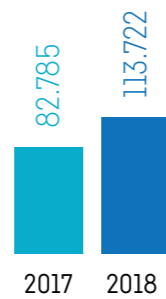
## THE #MUSEUDOAMANHÃ AND THE PUBLIC ARE A MATCH

### Social Networks

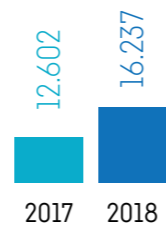
Our brand, sponsors and partners on the world's main virtual displays



Facebook  
**+174.000**  
**followers**



Instagram  
**+113.000**  
**followers**



Twitter  
**+16.000**  
**followers**



Spotify  
**+4.000**  
**followers**



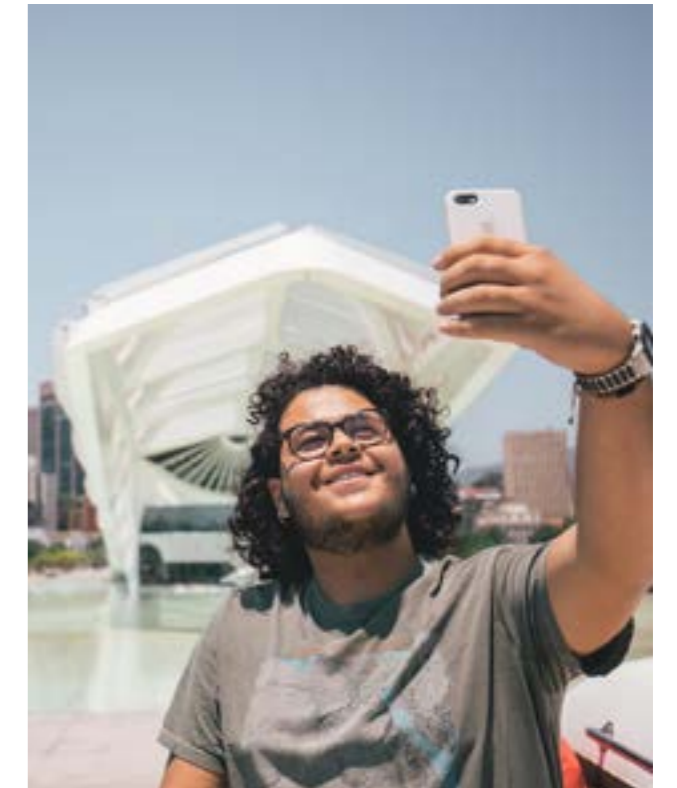
YouTube  
**+2.000**  
**followers**



Site  
**2 million**  
**pageviews/year**



@museudoamanha  
#museudoamanha



# MAKERS OF TOMORROW



As one of the Museum of Tomorrow's ethics pillars, Socialization lies at the heart of our beliefs in connection with a less hostile and empathetic future. In our activities, the public coexists with employees interested in every life story that comes through our doors. Learn about some of the **meetings that touched our hearts** in 2018.

#### Thiago Eliotério and Priscila de Menezes: 3 million

It was just a regular outing for 8-year-old Thiago, his mother, Lídia, and his aunt, Priscila. They were waiting in line when they were told that Thiago was visitor #3,000,000 at the Museum of Tomorrow. "They took us to meet the Board, it was really great," says Priscila, a Geography teacher in a municipal school in the city of São João de Meriti (RJ). It was their first visit at the Museum and, as a gift to celebrate the milestone, they won Friends of Tomorrow memberships and were able to engage in the topics that the Museum addresses and visit free of charge for one year, among other benefits (learn more on page 52). "It was the first museum I ever visited," Thiago says. "I remember the globe at the entrance, it's really big. I also started thinking about protecting the environment, not throwing trash on the streets, taking care of animals," he adds. Discovering the Museum made the student want to see other culture centers: "After that, I went to AquaRio, and now I want to visit MAR," he confides. His aunt celebrates: "He was enthused, it'll be an experience to remember. Everything that starts out during childhood, particularly in a playful, attractive, palpable way, has a deeper effect on the mind."

**"Everything that starts out during childhood, particularly in a playful, attractive, palpable way, has a deeper effect on the mind."**

Priscila de Menezes



**Willian de Mello, 15:  
a teaching apprentice**

When student Willian de Mello, a resident of the Conceição Hill, was 13, he visited the Museum of Tomorrow through the Between Museums project of our Community Relations area, and was charmed. As soon as he turned 14, he applied for a Young Apprentice position with the Museum. It paid off: after an interview, he was hired for the Community Relations area. “This is my first job, and I’m learning day in and day out,” he says with pride. Social mediator Fabio Moraes, who works with Willian, keeps tracks of his evolution: “Although he is very young, we can clearly see how he is maturing at the job: he is empowered and always stands confidently at meetings – I’m not sure if we’re teaching or learning here,” he jokes. For Willian, in addition to the development opportunity, working in Community Relations raised his interaction with neighbors to a new level: “I work for people who are also me, because they live where I live, because their reality is the same as mine”.



**“This is my first job,  
and I’m learning day in  
and day out.”**

**Willian de Mello,  
Young Apprentice,  
Community Relations**



**Gabriel Doreste, 16:  
the Museum of Today!**

It was a teacher’s social media post that drew Gabriel’s attention to Activities of Tomorrow Lab’s (LAA) workshop “The Future of Work”. The workshop, which later gave rise to an exhibition, brought together designers from Instituto Europeo di Design (IED), the LAA team, and several youths. One of them Gabriel, stood out: “The workshop brought together different people from different states and with different experiences: a wealth of culture,” he says. Together, they imagined a “possible future” for work, avoiding the easy answer of mere automation of professional lives. The ideas came to life in the hands of the IED’s designers. “We tend to get stuck on global warming, on catastrophe, but the Museum challenges this by looking for new vantage points. A catastrophic future is not the only one possible. Thinking about tomorrow is to bring about change right now. The Museum of Today,” he concludes.

**“The workshop  
brought together  
different people with  
different experiences:  
a wealth of culture!”**

**Gabriel Doreste**



**Isabela Tavares, 16:  
it changed my view of how I want to work**

Isabela didn’t know the Museum of Tomorrow when her mother enrolled her in the “Future of Work” workshop. There, like Gabriel, the student drew attention to herself for her interesting predictions. “The idea was to think of a future that was neither utopic – showing only the good side of technology – nor dystopic, looking only at the problems,” she recalls. When she got in touch with the professionals there, the teen revised her own future as a worker: “It was great because there was an engineer there and I want to be a Mechatronic Engineer. We talked a lot about the area’s reality. Before, I was thinking about going to college, joining a company and spending the day sitting in a room, developing solutions. The exchanges at the workshop helped me see work as something that can be more flexible and independent,” she tells.





**THE  
MUSEUM  
IN 2018**

# OBSERVATORY OF TOMORROW

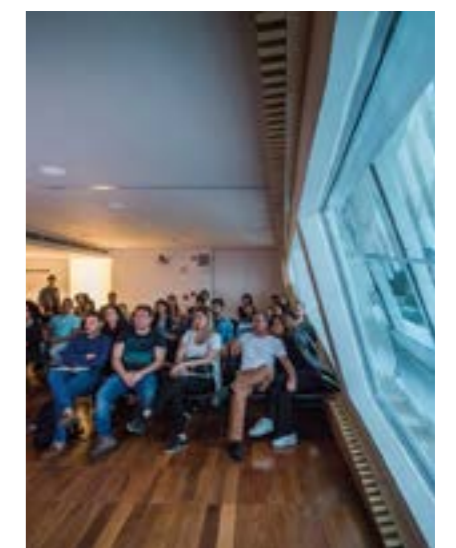
## PRESENTED BY SHELL

A hub that captures news, trends and discoveries from the universe of science, the Observatory of Tomorrow collects and disseminates data and information on relevant topics, standing as a tool for the transmission of knowledge to Museum visitors.

This effort can be perceived in several events featuring guests of renown (at meetings, seminars, online lectures) and the exchange of ideas with a network of partner institutions, such as the Brazilian Academy of Sciences (ABC) and the International Union for Conservation of Nature (IUCN).

**57**  
ACTIVITIES

**2.243**  
ATTENDING  
PUBLIC



# ACTIVITIES OF TOMORROW LAB – LAA

PRESENTED BY SANTANDER

With a focus on rising technologies like artificial intelligence, the Internet of Things, robotics, genomics, 3D printing, nano - and biotechnology; and the future of topics like work, food and nutrition, and city planning, to name a few, the Activities of Tomorrow Lab (Laboratório de Atividades do Amanhã – LAA) operates on four fronts: education, activities, creative residency program, and exhibitions.



**113**

ACTIVITIES

**1.280**

PEOPLE INVOLVE

**2**

TEMPORARY EXHIBITIONS

**EXPERIMENTAL VR BOOTCAMP SENSORY IMMERSION**

In 2018, visitors were able to view virtual worlds created in the workshop, which was attended by digital artists, architects and 3D and 360-degree environment developers. The exhibition, called DizVirtual, was on from January to February in the Museum's atrium.

## MAIN ACTIVITIES IN 2018



**MADE IN LAA: BREATHABLE SURFACES – AUTONOMOUS PHOTOSYNTHETIC SYSTEMS**

Also in February, the lab promoted an event showcasing the product of six days of work by a group of artists, designers, scientists and engineers. The group, which attempted to simulate Earth's atmosphere in other planets, had representatives from the Free University of Amsterdam, the Willem de Kooning Academy, the CEFET/RJ, and the COPPE/UFRJ.



**HIPERORGÂNICOS**

The lab also hosted workshops that were part of the 8th edition of Hiperorgânicos – International Symposium on Research in Arts, Hybridization, Biotelematics and Transculturalism. The meetings brought together artists, scientists and representatives from traditional cultures on the topic of Ancestor Futurism.

**ART RESIDENCIES**

As a space for artistic creation, the LAA had as residents Beatrice Catarine, who does research into ornaments for quadriplegics and, in November, artist Chloé Rutzerveld, who speculates on the future of food – culminating in the exhibition “Edible Future – Prototyping a new diet”



**THE FUTURE OF WORK**

The topic was the subject of discussion and experimentation in LAA workshops that brought together students and designers. The prototypes and ideas that came out the activity inspired the exhibition “Ofisuka 2068 – Imagining a Future for Work”. Another of the lab's exhibitions was “AYA and the World of Artificial Intelligences”.

# CONTENT

The Content Area drives the Museum’s curatorial work, selecting subjects and developing narratives for on- and off-site programming activities: lectures, seminars, articles and publications. The area also produces temporary exhibitions — both our own and with outside partners. The main goal is to approach the Museum’s various publics with a variety of experiences and in-depth scientific content by means of partnerships with Brazilian and international research and social and environmental work entities. The Content area brings the quality of the Museum’s narrative experience to other venues in Brazil and abroad. The strengthening of the Museum of Tomorrow’s brand, products and services – as well as of its sponsors’ – over the years is a product of growing attendance at local and international conferences and events, expanding the Museum’s institutional network, exchange of knowledge and off-site activities. In January-March 2018, we had



on show the photography exhibition “Threatened – a planet in transformation”, by Érico Hiller; in June-July we had the audiovisual technology exhibition “On innovative territory – A passion that connects”; starting in November, the exhibition “Capivara Mountains – the oldest traces of settlements in America?” and, on that same month, the installation-expo “Where does this river take?” (Learn more about these exhibitions on pages 58 and 59)



## MAIN EXHIBITION EXPANSIONS

### ALL OF OUR BAYS (BAÍAS DE TODOS NÓS)

**Support: Instituto CCR**

Three interactive displays showing content on the Guanabara Bay and four other important bays around the world: Sydney (Australia), Tokyo (Japan), Chesapeake (USA) and Jakarta (Indonesia). This is “All of our Bays”, an expansion to the Museum of Tomorrow’s Main Exhibition that opened in October 2018. The totem, presented by Instituto CCR, offers visitors exclusive content about the bay and its potential futures, in addition to data on its every nook and cranny: biodiversity, economy, fisheries, sanitary status, and pollution-removal actions. Over the year, the interactive totem generated programming with activities such as the seminars “Bays of the World”, on June 19, and “The Bay of Tomorrow”, on November 23.



**19**  
ACTIVITIES

**1.812**  
ATTENDING  
PUBLIC

### Content Partnerships

British Council, Trata Brasil, Google, GloboNews, Deutsche Welle and France-Press.

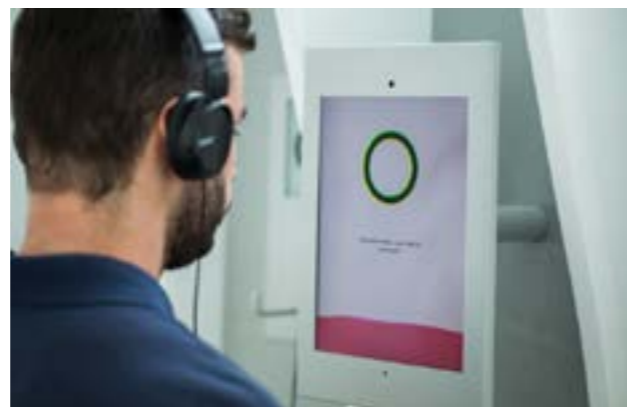




**IRIS+**

**Developed by IBM and the Museum of Tomorrow**

The IRIS+ experience, an expansion of the IRIS digital assistant, was presented to the public in December 2017. The virtual assistant was created based on IBM’s Watson artificial intelligence system. The constantly updated and trained software answers and asks questions, striking a dialogue about the reflections that the exhibition brings forth and about how available the interlocutor is to engage in practical initiatives for the environment. The main challenge in training IRIS+ is to enable a dialogue consistent with the interlocutor’s concerns. Visitors are encouraged to reconsider their daily lives and, in a subsequent survey, to become familiar with several organizations in Brazil that may lead to sustainable action. The application is accessible to the hearing impaired and the wheelchair-bound.



**COSMOS EXPERIENCE: EVEN MORE REAL**

As the Main Exhibition’s starting point, the Cosmic Portal has become even more exciting. In 2018, the 360-degree projection about life in the universe on the Museum’s great cupola was completely upgraded with nine new projectors — that become as one due to meticulous video-mapping and edge-blending. The new projection uses phosphorus laser technology, making the projected image far more clear and realistic, with 10 times more contrast and a three times greater color range. The immersive experience – now more than ever – takes visitors by surprise as soon as they step inside the Museum.





## FAÇA SUA VISITA COM REALIDADE AUMENTADA.

### NEW APP: THE MUSEUM IN YOUR HANDS

#### Sponsor: IRB Brasil

Based on the partnership between IRB Brasil and the Museum of Tomorrow, Mobile2you developed our new app for mobile devices. The app gives visitors original interactive capabilities: in addition to hours information and the full programming schedule, the software includes exclusive content such as augmented reality experiences scattered around the Museum, an extension of the Main Exhibition on visitors' mobile devices; it also has features like transport tips and online ticket purchases with preferred admission. The bilingual app is available for iOS and Android devices.

Disponível na  
**APP STORE**

Disponível no  
**GOOGLE PLAY**

## THE MUSEUM OF TOMORROW AT THE WORLD WATER FORUM

#### Sponsor: Shell

In March 2018, the Museum of Tomorrow was present at the 8th World Water Forum, held in a venue with more than 20 thousand square meters in floor area next to the Mané Garrincha stadium, in Brasília. The event welcomed 120 thousand visitors from 172 countries and was attended by 12 heads of State. We brought a piece of our Main Exhibition to the Forum: a replica of the Matter Cube, covered in various views of the Earth and, inside, the Anthropocene, in an immersive virtual reality experience. At the event, we took part on several discussions on the topic of water, natural resources conservation, policy and socio-environmental issues involving exploration of this mineral, and its importance for the future of life on the planet. At the Forum's parallel programming, in Rio de Janeiro, the Museum hosted the seminars "Urban Waters – Depollution and Social Outreach", "Water and climate change: global challenges for 2030", "The female presence in Science – Homage to Niède Guidon", and "Sustainable Oceans – a wave of innovation".



# SCIENTIFIC DEVELOPMENT

The Scientific Development Division fosters dialogue between the Museum and Academia, forming partnerships with Brazilian and international research centers, detecting and analyzing the institutional relations that may have a positive impact on the future. In 2018, the area implemented several actions – including training programs, domestic and international meetings, forums, lectures and round-table discussions – that strengthened the exchange between scientists, researchers, professors and professionals in several domains of science. Education, nutrition, data, sustainability, gender and communication were among the many topics addressed – showing the extensive range of possible discussions. The Museum of Tomorrow’s job as a science museum that supports and disseminates scientific knowledge is underscored by its cooperation with Academia. Researchers in Brazil and around the world whose subject is the Museum of Tomorrow, be it due to its unprecedented concept, its museographic design, its architecture, or its sustainable maintenance, deserve special attention from our staff.

**5.152**

PEOPLE SERVED

**27**

EVENTS HELD



## MAIN ACTIONS IN 2018

### INSPIRING SCIENCE PROGRAM

Stimulating scientific education capable of arousing the interest of children and youths by revealing abilities is the role of the Basic Education teachers training program that the Museum of Tomorrow conducts in partnership with the British Council. In August-November 2018, the program’s first edition selected 60 teachers who attended meetings with experts from several areas, discussed new education strategies and the changes created by the implementation of the National Common Basic Curriculum.



### FOOD FOR TOMORROW PROGRAM

#### Presented by the British Council

Guaranteeing healthy and sustainable nutrition for 10 billion people in future soon to come is a challenge that begins right now. With this in mind, the Museum of Tomorrow and the Science Museum Group developed the Food for Tomorrow program, with support from the British Council. The project enabled information exchange between the museums, enabling around 50 professionals from both the Museum and the Science Museum Group, in addition to Port Zone residents and shopkeepers. To encourage healthy habits among residents and form a network of sustainable restaurants in Rio’s Port Zone, we also held workshops on food waste and usage.



**GREENHOUSE GAS EMISSIONS INVENTORY**

**Presented by Santander**

The Museum of Tomorrow has been inventorying its greenhouse gas emissions and offsetting measures since 2015, its opening year, with sponsorship from Banco Santander and consultancy from Sustainable Carbon.



**MASTER MEETING OF THE BRAZILIAN ACADEMY OF SCIENCES (ABC)**

The annual event, held May 8-10, 2018, brought together Brazilian and foreign scientists of renown to discuss advances in health, bio-economics and technology. Some of them were computer scientist Jeannette Wing; computer engineer and Google researcher Jeffrey Dean, and Tohoku University (Japan) Bio-engineering and Robotics professor Kazuhiro Kosuge.



**ANTHROPOCENE WEEK**

The Museum's annual week on human knowledge and its impact on the world featured, on August 21 the round-table discussion "Footprints of Human Action on the Planet", with researchers from Brazilian and Australian universities and around 140 people attending. In addition, the same week featured the "Exploring the Planet" exhibition, organized by the Earth Sciences Museum of Rio de Janeiro.



**3RD NATIONAL MEETING OF THE BRAZILIAN SCIENCE CENTERS AND MUSEUMS ASSOCIATION (ABCMC)**

In September 10-15, 2018, we jointly held and hosted the 3rd National Meeting of the ABCMC. The event, with around 500 professionals and researchers in attendance, discussed the challenges ahead of the member institutions in times of intolerance, fake news and assaults on science and freedom of speech.

**SCIENCE AT SIX-THIRTY LECTURES CYCLE**

The event, featuring lectures delivered by recognized scientists and held since the 1980s by the Brazilian Society for Scientific Progress, is already known to the citizens of Rio de Janeiro as a must-see for people interested in new views of various domains of knowledge. In 2018, the venue was the Museum of Tomorrow, with 10 lectures held in the first Wednesday each month at 6:30 p.m. in the Observatory of Tomorrow.



**GLOBAL FORUM ON INNOVATION AND TECHNOLOGY FOR SUSTAINABILITY**

In partnership with the United Nations Development Program (UNDP) and the Global Sustainable Technology & Innovation Conference, the event was held on November 28-29, 2018. Experts discussed the challenges and opportunities facing the boosting of sustainable development based on the eradication of poverty, economic growth and environmental protection.



**WOMEN IN SCIENCE**

The program, held in partnership with the British Council, fosters debate on gender issues within the domain of science in Brazil. On November 14-15, 2018, we trained 16 female scientists and communicators from every Brazilian region in scientific dissemination via social networks. Training preceded the Women of the World – WOW festival.



# EDUCATION PROGRAM

The Museum of Tomorrow is increasingly and Educational Museum. Its Education Program, which operates in tandem with all of the institution's areas, mediates meetings and events like the Community Relations area's "Shall we talk about this?", a discussion about social mediation in cultural venues, and the monthly "Book Club" a partnership with the NOZ program and bookstore Livraria da Travessa, among others. The program's proposition is twofold: structuring the equipment so that all of its elements become involved in the educational task, and establishing a concept of education for the future. Our practice is not limited to the dissemination of content and conducts: we try to reveal skills and leverage the public's interest, which may evolve into engagement.

Education and accessibility are key for the Museum of Tomorrow. To imagine a possible, inclusive and beneficial future, we must take the element of diversity into account. And this is something we do on

**30.856**  
PEOPLE SERVED

**680**  
MEDIATED VISITATION GROUPS, FOR A TOTAL 24,280 PEOPLE

**9,6**  
WAS THE AVERAGE SCORE ASSIGNED TO MEDIATED VISITS IN 2018

a daily basis: our building and main exhibition were devised with accessibility to various kinds of audiences in mind. In addition, our programming and initiatives consistently rely on a mindful eye for inclusion and accessibility. The Education Program's main actions in 2018 were:

## TOMORROW'S PATHS

The mediated visits present the main exhibition's five major modules: Cosmos, Earth, Anthropocene, Tomorrows, and Us. In 2018, we also had theme editions for the activities "Tomorrow through Women's Eyes", casting light on women obscured in the Scientific domain; and "Sustainable Development", on Human Rights and the Sustainable Development Goals on the 70th anniversary of the Declaration of Human Rights.

### Tomorrow's Paths in Brazilian Sign Language

The accessible version of the mediated visits. Our educators are trained in Brazilian Sign Language – Libras to serve the hearing impaired. In addition to its actions with the visiting public, the Museum also recognized the importance of hiring special needs persons as collaborators and knowledge and content producers. We believe that representativeness matters.



## 16<sup>TH</sup> MUSEUM WEEK – ASK YOUR MUSEUM

In May 15-19, the Museum of Tomorrow hosted the 16th Museum Week. Under the theme of "Hyperconnected Museums: new publics, new approaches", the "Ask you Museum" action invited visitors to reach out to other museums by means of letters. The messages written by Museum of Tomorrow visitors were mailed to several Brazilian institutions. The action enabled reflection on means of communication, from more recent technologies, like mobile apps, to older ones, like the telegraph and telephones. Participants also took part in an imagination exercise on the devices that will be connecting us in the next 50 years.

# COMMUNITY RELATIONS

As the anchor of the Rio de Janeiro Port Zone's reurbanization process, the Museum of Tomorrow is aware of its responsibility and role as an interlocutor with the area's residents, who have been the local narrative's leading characters for centuries. To strengthen the bonds of interaction, the Community Relations area is devoted to reaching out to neighboring publics and promoting the region's history from the angle of local cultural constructs – be they architectural, culinary or celebratory, to name a few aspects. In 2018, the area implemented initiatives to involve the local community. These were the main ones:



## BETWEEN MUSEUMS

Presented by the ENGIE Foundation

The Between Museums social and cultural mobilization project unfolds into a series of actions specifically intended for the students and teachers at schools and social organizations in Rio de Janeiro's Port Zone.

One of the challenges lies in providing more democratic access to nearby residents, and children and youths in particular. The project includes a program of mediated visits to the Museum of Tomorrow, in exchange with 20 other museums in the city and region. In addition to visits, the effort include meetings between museum educators; facilitating schools' access to content from other cultural institutions; and a great museums and schools fair that presents the exchange of experiences had throughout the process to the public at large. For the program's closing event of 2018, the Museum of Tomorrow and the ENGIE Foundation held the **Between Museums Seminar**, underscoring the importance of these venues as knowledge production and dissemination tools, of teachers as leading public-policy characters, and other topics and surprises.



**21**  
PARTNER MUSEUMS

**+700**  
STUDENTS DIRECTLY INVOLVED

**74**  
TEACHERS, COORDINATORS AND HEADMASTERS

**+100**  
MUSEUM EMPLOYEES INVOLVED, IN ADDITION TO A HISTORIAN THAT ACCOMPANIES EACH TRAJECTORY

**A network of 9 schools and 3 NGOs**

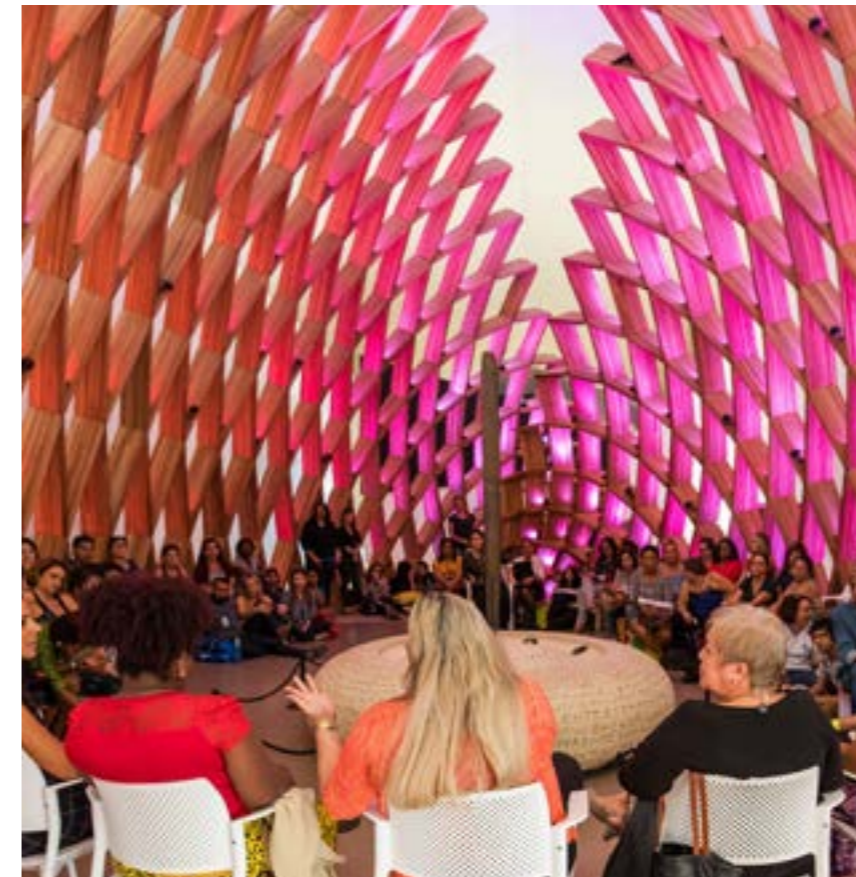
## NEIGHBORS OF TOMORROW

The approximately 30 thousand residents of the Port Zone – in the districts of Saúde, Gamboa and Santo Cristo and the Conceição, Pinto, Providência and Livramento hills – are entitled to free admission to the under the Neighbors of Tomorrow Program. All it takes to register is proof of residence and photo ID. The program is dedicated to reach out to neighboring publics in the process of the collective construction of Tomorrow, and has been developing an extensive cultural and mobilization program ever since the Museum first opened its doors. In 2018, 878 new registrations were accepted, for a yearend total of 4,049 Neighbors.



## EVIDENCE FROM BLACK CULTURES

The special programming devoted to the many African cultures was released in 2017 and continued in 2018, with bimonthly meetings, conversation circles and debates. The topic for May was “Work”; July’s was “Culture”; and September’s, in the midst of the heated elections debate, was “Politics”. The central premise in any case is the locus of speech of black women and man specializing in each topic. In November, the Black Awareness Month, the discussion joined race and gender: “It’s a women’s revolution”.



## SHALL WE TALK ABOUT THIS??

A discussion about social mediation in cultural venues, addressing topics that traverse these places’ routine and reflecting on potential approaches. The Museum of Tomorrow hosts the bimonthly meetings in partnership with the Municipal Welfare and Human Rights Bureau, inviting the public to share their experiences and bring up shared views that society often neglects. In 2018, the project discussed urban violence, violence against women, and diversity.

# FRIENDS OF TOMORROW – NOZ PROGRAM

The program is an outreach driver that brings together people connected with and committed to the subjects that the Museum addresses. The Friends support our projects and enjoy exclusive benefits, access to new exhibitions mediated by the curators themselves, and discounts with our partners, enabling a far closer and more active experience of our programming. The Program also catalyzes debates on possible futures, bridging the gap between theory

In 2018, our Friends were invited to almost **50** activities.

**over 600**  
PARTICIPANTS

**24**  
ACTIVITIES PRESENTED BY THE PROGRAM

**10**  
EXCLUSIVE EVENTS FOR FRIENDS OF TOMORROW



and practice. Each Friend of Tomorrow reinforces our network of partners. Users can join the program directly at the Museum of Tomorrow's box office or at its Website, and memberships are available in three different annuity classes: Students (created in 2018), Individuals, and Families.

The Program celebrated its second anniversary in July and reached yearend 2018 with 543 Friends of Tomorrow in more than 10 Brazilian states. The program's total revenue for the year was R\$ 50,772.60, with particular emphasis on January, with R\$ 10,402 in revenues.

In 2018:

<b>257</b> NEW MEMBERSHIPS:	<b>82</b> RENEWALS:
<b>189</b> Individual Plans	<b>70</b> Individual
<b>49</b> Family Plans	<b>12</b> Family
<b>19</b> Student plans	

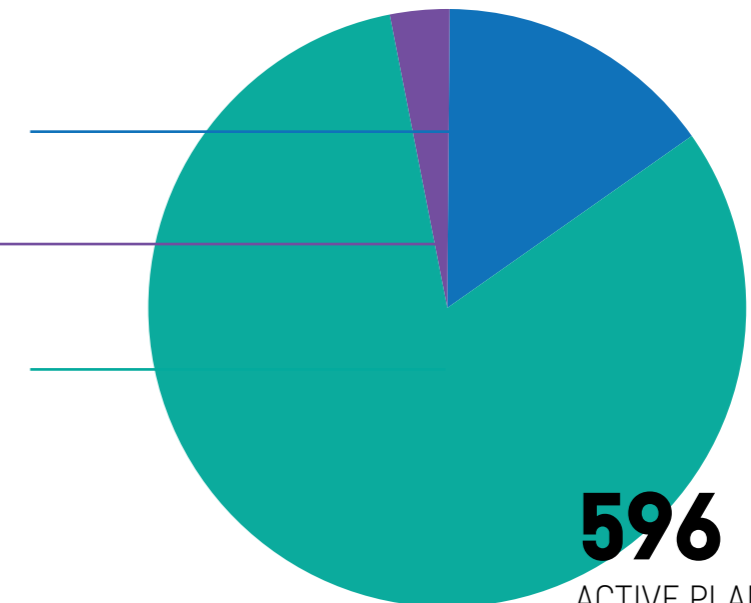


**92 Family Plans**  
Up 109% from 2017

**19 Student Plans**

**485 Individual Plans**  
Up 64% from 2017

**826**  
PROGRAM MEMBERS  
[dependents included]  
**+34%**  
from 2017



**596**  
ACTIVE PLANS  
**+77%**  
from 2017

## FRIENDS OF TOMORROW – NOZ ACTIVITIES IN 2018

### CINECLUBINHO

The partnership between the Friends of Tomorrow (NOZ) Program and Saraiva began in April 2018 and held educational debates involving hundreds of children aged 7-10 over the year. The discussions were based on children’s animations and movies with topics associated with the museum’s pillars, such as “Wall-E”, on environmental preservation; “Inside Out”, which provides a light-hearted view of psychology; and “Zootopia”, with an anti-racist message.



### BOOK CLUB

The themes addressed by the Museum’s programming were addressed in greater depth on a monthly basis by the Book Club, an activity with the Livraria da Travessa bookstore and our Education Program as partners. In 2018, the Club brought 125 readers together to discuss works like Margaret Atwood’s “The Handmaid’s Tale”; Italo Calvino’s “Invisible Cities”; and Djamila Ribeiro’s “What is the locus of speech?” [“O que é lugar de fala?”].



### WITH ONE VOICE CHOIR

On Thursday every week, 35 homeless people have drama and singing lessons, attend activities and rehearse in the Museum of Tomorrow. It is the With One Voice [“Uma Só Voz”] Choir, an effort to recover dignity and self-esteem through art. The initiative arrived in Rio in 2016 with the People’s Palace Project NGO. Since then, the choir has performed at the Municipal Theater, the arrival of the Olympic Torch to the Christ the Redeemer statue, the Museum of Modern Art, the Banco do Brasil Culture Center, and several other venues in Rio de Janeiro.



### YOGA IN THE MUSEUM

Yoga instructor Gunatiita, who was initiated in meditation by the monks of Indian organization Ananda Marga and is a founder of the UNA Meditação organization, and a co-founder of Rio Desperta, delivered two classes on the timeless practice on November 23 and December 8, with breathing and relaxation exercises.



A young boy is seen from behind, flying a kite in a large, open plaza. The kite is a small red and yellow diamond shape on a long, thin string. The boy is shirtless and wearing patterned shorts with the word "LOUDAY" visible on the waistband. In the background, a large, modern building with a curved, white, ribbed roof structure dominates the scene. The sky is a clear, pale blue, and the overall lighting suggests late afternoon or early evening. Other people and palm trees are visible in the distance, creating a lively, public atmosphere.

**2018  
PROGRAM  
-MING  
HIGH-  
LIGHTS**

# TEMPORARY EXHIBITIONS

DEC/22/2017 – JUL/29/2018

## AYA AND THE WORLD OF CREATIVE ARTIFICIAL INTELLIGENCES

**Presented by Santander**

Opened in late 2017 and on until July 2018. AYA is the name of the Artificially Intelligent (AI) hostess that welcomes visitors at the LAA. Created in collaboration with IBM, she was trained to answer to frequently asked questions about AI technology. Visitors were able to see how an AI is trained and how they can collaborate with humans.



JAN/23/2018 – APR/29/2018

## THREATENED – A PLANET IN TRANSFORMATION

The exhibition displayed 30 images by photographer Érico Hiller to propose reflection on the effects of human action on Earth: climate change on the Maldives; the plight of rhinoceroses, the few remaining lush trails in the Atlantic Rainforest, and Arctic changes.



JUN/15/2018 – JUL/15/2018

## THE FIELD OF INNOVATION – A PASSION THAT CONNECTS US

**Concept and execution Grupo Globo**

During the FIFA World Cup, the public was immersed in a technology-driven soccer experience. In partnership with Grupo Globo, the exhibition brought up the thrill of major scores in immersive audio; high-quality, 8K images from several World Cups; a virtual tour of Russian stadiums; and lots more.

SEP/19/2018 – JAN/11/2019

## OFISUKA 2068 – IMAGINING THE FUTURE OF WORK

**Presented by Santander**

Inspired in a workshop on the future of work that was held starting in March, the exhibition relied on sponsorship from Santander to prototype projects jointly developed by designers from the Istituto Europeo di Design (IED), the LAA team, and youths that imagined a scenario of new technologies and increased flexibility.



NOV/10/2018 – FEB/10/2019

## CAPIVARA MOUNTAINS – THE OLDEST TRACES OF SETTLEMENTS IN AMERICA?

The archeological work done in the Capivara mountain range and the region's fascinating biodiversity and culture were captured by the sharp eye of photojournalist André Pessoa, a Pernambuco state natural who specializes in nature and science photography. The exhibition was executed by the German Society in Support of Research (DFG).



NOV/27/2018 – JAN/06/2019

## WHERE DOES THIS RIVER TAKE?

An sensory installation-exhibition where the public sensed aromas, listened to poems and touched textures. Jointly idealized by Sapoti Projetos Culturais and the Museum's team and with support from RIOgaleão and the Municipal Culture Bureau with funding from the Municipal Culture Incentive Law.



DEC/09/2018 – MAR/31/2019

## EDIBLE FUTURE – PROTOTYPING A NEW DIET

**Presented by Santander**

After an artistic residency at our LAA, with sponsorship from Santander and support from the Consulate General of the Netherlands, Chloé Rutzerveld, a Dutch diet futurist, imagined a new – healthier and more sustainable – food-production system that blends design, science and technology.



# MAIN EVENTS IN 2018

In 2018, the Museum gained new special programs. For the first time, we held vacation-time play and education activities for children and toddlers. With the public's good reception, several actions were repeated in Children's Week, in October. Another was the opening of Women's Week debates, in

March and several Accessibility-related events over the year – making the subject one of 2019's programming axes. The Monthly themes matrix also included Black Awareness activities in November and Human Rights activities in December. Learn more about the year's highlights:



## VACATION-TIME PROGRAMMING BETWEEN THE SKY AND THE SEA (JULY)

Our special vacation-time programming, on July 17-29, drew inspiration from the sky and the sea surrounding the Museum of Tomorrow. There was a techno-kites workshop in the sky over Mauá Square, stargazing through telescopes, and sunset yoga sessions. Children were able to bring together science and entertainment in workshops that had them playfully exploring the world of electronics and mechanics.



## TOMORROW IS HERE AND RIGHT NOW IS WOMEN'S

On March 6-10, Women's Week, the event recalled the female gender's lasting struggles. The programming included cross-sectional and inclusive discussion of topics such as violence, education, the jobs market, race, class, accessibility and many more that pervade the realities of women in contemporary society.



## 1<sup>ST</sup> RIO TEAMA SEMINAR: AUTISM CAN BE TREATED

The event brought together Brazilian and international experts to disseminate knowledge about autism, and was held on April 4-5. It proposed discussions towards improving the living standards of the Brazilian autistic community and their family members, who face, in their various groups, the daily challenges that the syndrome places before them.



## NO TO CHILD LABOR FOR A SAFE AND HEALTHY GENERATION

On June 12, the Museum of Tomorrow hosted the release of the campaign "Worst Forms: To not Protect Children is to Condemn the Future", promoted by the National Forum for the Prevention and Eradication of Child Labor, in line with the theme suggested by the International Labor Organization – ILO,



## FLUP – PERIPHERIES' LITERARY FESTIVAL

Like every FLUP edition, 2018's was held in November, but the construction process covered the entire year. In June-September, the Museum of Tomorrow hosted meetings of the Black Poetry training cycle and of the Black Audiovisual Narratives Lab, held in partnership with TV Globo. On June 2, the Museum hosted the internationally acclaimed musician, composer and writer from Cape Verde Mario Lúcio and, in July, four discussion meetings on the topic.







**3RD NATIONAL MEETING OF THE BRAZILIAN ASSOCIATION OF SCIENCE CENTERS AND MUSEUMS**

The meeting embraced “Science centers and museums in network societies” as a subject and discussed, on September 10 and 15, the challenges that these institutions face in times of fake news and assaults on science and freedom of speech. It gathered together professionals and researchers from several science centers and museums and, more widely, from science media.

**TALANOA DIALOGUE BRAZIL**

In partnership with the Brazilian Business Council for Sustainable Development, the Museum of Tomorrow and the Development and Management Institute – IDG hosted on October 19 the Talanoa Dialogue Brazil, an event uniting business companies on the climate front. The meeting was divided into three moments – a presentation by the Intergovernmental Panel on Climate Change; a presentation of business cases for climate; and a discussion with the presence of organized society.



**CHILDREN + SCIENCE = TOMORROW**

During Children’s Month, on October 9-12, children went hands-on to build their own microscopes, DNA lamps, sundials and pinhole cameras. They also learned how to take their first spins on bicycles, created digital stories, and built mosaics. Babies and toddlers had available sensory experimentation and musicality activities.



**SUSTAINABLE OCEANS: A WAVE OF INNOVATION**

On November 13-14, the Museum of Tomorrow, The Development and Management Institute, the Royal Consulate General of Norway in Rio de Janeiro, Innovation Norway, AquaRio and the Brazilian Navy had an extensive debate on the oceans. The seminar offered the public the latest on sea protection along four main axes: the Ocean as a food source; Combatting plastic in the oceans; Biodiversity; and Energy.



**WOW**

On November 16-18, the Women of the World (WOW) festival brought hundreds of Brazilian and foreign guests to Mauá Square for scores of activities on the diversity of the female experience today. Idealized by the Southbank Centre, in London, WOW has already been held in 23 countries in Europe, Asia and Africa. The Rio edition was the first in Latin America and included a series of attractions at the Museum of Tomorrow.



**THIRD ANNIVERSARY OF THE MUSEUM OF TOMORROW**

The Museum of Tomorrow celebrated its third anniversary in the week of December 11-16 by underscoring a major milestone: the 70th anniversary of the Universal Declaration of Human Rights. The celebrations included four days of activities such as an exhibition of banners made by Port Zone students, who reinterpreted the 30 articles of the Declaration of Human Rights; in addition to workshops connecting the sciences to the event’s theme; and cultural performances.



## PLATFORM 2018: THE BRAZIL OF TOMORROW

Given the context of an election year and to foster social participation in the political process, the Museum held the “Platform 2018: The Brazil of Tomorrow” cycle of debates. Over the course of the year, the program presented 10 public-interest themes for discussion. The main ideas and proposals submitted through the Platform were compiled and forwarded to politicians, public administrators and opinion drivers. The project’s partners were the Roberto Marinho Foundation, GloboNews, the Climate and Society Institute (ICS) and the Brazilian Business Council for Sustainable Development (CEBDS).



THEMES	GUESTS	DATE
<b>Public Safety and Security</b>	Maria Laura Canineu, Paula Mascarenhas, Fernando Veloso e MV Bill. Mediator: Caco Barcellos	Feb/19/2018
<b>Water and Sanitation</b>	Oscar Cordeiro Netto, Jerson Kelman, Hamilton Amadeo, Édison Carlos. Mediator: André Trigueiro	Apr/09/2018
<b>Science, Entrepreneurship and Innovation</b>	Hugo Aguilaniu, Helena Nader, Guy Perelmuter, Stevens Rehen. Mediator: Maria Prata	May/07/2018
<b>Urban Mobility and Smart Cities</b>	Cláudio Frischtak, Washington Fajardo, Clarisse Linke, Henrique Silveira. Mediator: Raquel Novaes	Jun/11/2018
<b>Culture</b>	João Leiva, Leandro Valiati, Julliana Araujo, Afonso Borges. Mediator: Cristina Aragão	Jul/30/2018
<b>Food and Nutrition</b>	Eduardo Mansur, Bela Gil, Paulo Pianez, Daniela Leite. Mediator: Leila Sterenberg	Aug/13/2018
<b>Forests</b>	Adriana Ramos, André Baniwa, Adalberto Veríssimo e André Ferreti. Mediator: Marcelo Lins	Jul/17/2018
<b>Energy</b>	Sérgio Leitão, Édson Silva, Amanda Schutze, Eliane Borges. Mediator: Juliana Rosa	Oct/01/2018
<b>Education</b>	Priscila Cruz, João Raphael Ramos dos Santos, Virgínia Rita dos Santos Silva, Paulo Vinícius Lopes Pinto. Mediator: Thais Itaquí.	Oct/15/2018

# RECOGNIZED DEDICATION

The Museum of Tomorrow remains present in the public's hearts and critical reviews. In 2018, it won three noteworthy awards. They include:

## LCD AWARDS

In 2016, the Museum of Tomorrow won the Leading Culture Destinations Awards, regarded as the "Oscars for museums" as best "New Museum" in Latin America and the Caribbean. In 2018, we were the winners in the **Best Cultural Organization as a soft-power destination** category, which takes account of an institution's ability to influence society and how creative its outreach efforts are. In this accomplishment, we overcame competitors like the Abu Dhabi Louvre and the Museum of Vancouver.

## VEJA RIO AWARD

*Veja Rio* magazine's selection is published in Consumer Week, in March each year. In 2018, the publication, together with the MindMiners survey institute, listed culture and leisure venues, brands, stores, bars and restaurants, and even district sand beaches that the residents of Rio name as their favorites. The Museum of Tomorrow received almost 30% of votes in the **Best Loved Museum** category.

## RIO+EMPREENDEDOR AWARD

The Museum of Tomorrow won the *Rio+Empreendedor* Award, **Culture** category, delivered at a ceremony held in Copacabana Palace. The awards were created by the LIDE Rio de Janeiro organization with support from the Rio de Janeiro City Hall to recognize the efforts of companies, entities, managers or public-sector administrators who made decisive contributions to business expansion and democratic income generation in the city.



## GREENHOUSE GAS EMISSIONS INVENTORY

### Presented by Santander

Each year, we prepare a Greenhouse Gas Emissions Inventory. Emissions are offset by means of support to projects that reduced their emissions and have carbon credits. In 2018, we submitted the inventories to external audit and were given the **Gold Seal** of the Greenhouse Gases Public Registry, coordinated by Fundação Getúlio Vargas.

## NOMINATION FOR THE JABUTI PRIZE

IDG was nominated for the top literary prize in Brazil granted by the Brazilian Book Chamber, in the **Creative Economy** category, with the "Innovation Manual – Creativity the Brazilian Way".

ATTENDANCE AT  
**9 international events and conferences,**  
SUCH AS:

### CULTURESUMMIT 2018

Abu Dhabi

### II ENCUENTRO NACIONAL DE CENTROS DE CIENCIA

Manziales, Colombia

### The Future of Development: 21th Century Choices and Pathways

Nova York

### Remix Academy Perth

Perth, Australia

### ICOM-ITC

Pequim

# A SUSTAINABLE TOMORROW

The Development and Management Institute (IDG), who are responsible for managing the Museum of Tomorrow, permanently pursue improvement in its efforts to cut costs, increase productivity and enhance the Museum's sustainability. The main actions implemented in 2018 were:

## NEW REFLECTING POOL CONSERVATION SYSTEM

Some of the Museum of Tomorrow's major attractions are the reflecting pools surrounding the grand building designed by architect Santiago Calatrava. The water in the mirrors, which produce a microclimate up to 2° C cooler than average in Central Rio de Janeiro, comes from the Guanabara Bay and is conserved with chlorine. In 2018, a more sustainable electrolytic system was put in place to produce chlorine from the sea water, ensuring significant savings.

## IMPROVED BUILDING MAINTENANCE SYSTEM

Last year, we began using building-maintenance software, which significantly increased control over the process. This enabled optimizing use of labor, ensuring machinery maintenance, producing maintenance-tracking reports, detecting areas where we use the most resources, and predict the useful life of each piece of equipment.

## INSTALLATION OF DIRECT-EXPANSION AIR CONDITIONING

We implemented a direct-expansion cooling system which reduces air-conditioning usage in large facilities. Before, the entire cooling system was kept running at night to keep just five environments climate-controlled. These areas have now been fitted with direct-expansion equipment and the main system can be turned off after hours, reducing power consumption by 12%.

## NEW MUSEOGRAPHICAL LAB

The new space allows developing museographical research and technologies, ensuring increased independence holding and maintaining new exhibitions. In addition, it is a lab for experimenting with new projects, equipment and technologies, developing audiovisual and audio experiences that may become part of the Museum's routine or even join off-site projects. The lab is directly connected with *Cérebro* (our mainframe computer) and has real-time automation available.

## MORE RAINWATER

The Museum of Tomorrow already had a rainwater usage system that reduced dependence on utility water. The reservoir, however, was not sufficient for the volume of water collected. We carried out renovations that enable storage of even more rainwater, decreasing the use of potable water, costs, and environmental impacts.



# EVOLVING MANAGEMENT

## About IDG

The Development and Management Institute (Instituto de Desenvolvimento e Gestão – IDG) is a nonprofit that specializes in managing public culture centers and environmental programs.

Charged with the mission of developing the potential of people and organizations by means of the Arts and culture, and with management as main implementation instrument, in the Culture area we currently manage the Paço do Frevo, in Recife, and the Museum of Tomorrow, in Rio de Janeiro. We idealized and manage the Annual Activities Plan for the Santa Isabel Theater, also in Recife, and the MoTI Foundation, in Amsterdam, our project internationalization office.

In the socioenvironmental area, IDG was responsible for developing, implementing and managing the Santanda and Macaxeira Urban Parks, in Recife, completed in 2016; and took over operational management of the Atlantic Rainforest Fund, intended to conserve biodiversity in the State of Rio de Janeiro.

Our work is governed by values including joy, collaboration, creativity, and respect for the various publics, in a more inclusive, democratic and accessible way each year. Companies wishing to develop or expand custom projects for the purposes of alignment with their social investment policies can rely on our networks of public, private and organized society partners.

The Institute has become a key expert in museum development, the implementation of historic and cultural heritage projects, exhibitions production, and the development of cultural and environmental seminars. Its innovative business model relies on the best technology resources and mediation practices for the purposes of community relations in the areas where it operates, guaranteeing efficient project outcomes.



# FINANCIAL SUSTAINABILITY

## New scenarios and the value of flexibility

The Museum of Tomorrow is managed as a public-private partnership: a portion of its funding comes from the Rio de Janeiro City Hall and another portion is raised by IDG from sources like sponsors and supporters, box office sales, the Friends of Tomorrow (NOZ) program, lease of space to business companies, subletting arrangements for the store, coffee shop and restaurant.

We faced a critical scenario in 2018: City Hall funding, which answered for more than 35% of the budget in 2016, were down to 14% last year, leading to staff cuts and program changes, even as we searched for new partners and sponsors. As a result, and due to the Projects and Fundraising Division's efficient efforts, the percentage of funding from companies based on the Cultural Incentives Law or direct support rose from 42% to 60% of the overall budget.

Another important part of the budget comes from the box office, which contributed almost 20% of the total. Ticket-sales revenues are crucial as a source of funding for the Museum's financial sustainability. Corporate events held in our venue – a total of 31 in 2018 – also added importantly to the revenues.

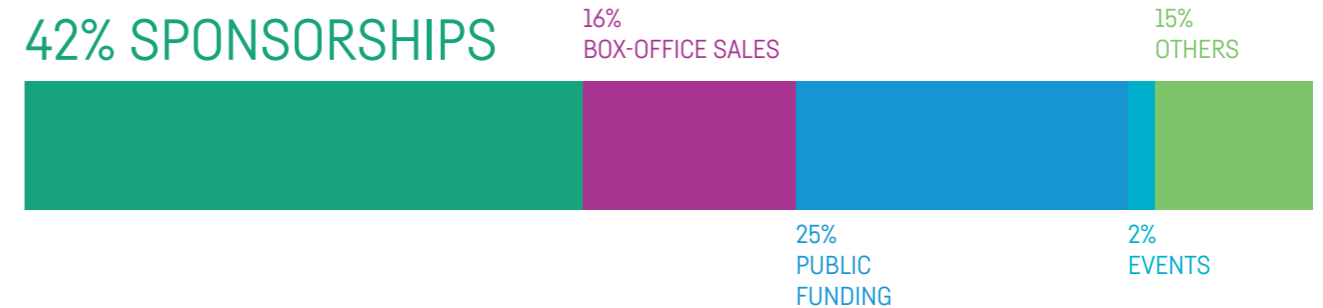
## The Museum of Tomorrow's four sources of revenues are:

- **Sponsorships and donations**  
Domestic and international sponsorships, off-site projects, competitive bids, and exchanges
- **Corporate events**  
Subletting of space for corporate events and partnerships
- **Concession holders**  
Store, coffee shop, restaurant, and licensees
- **Box office**  
Total revenues

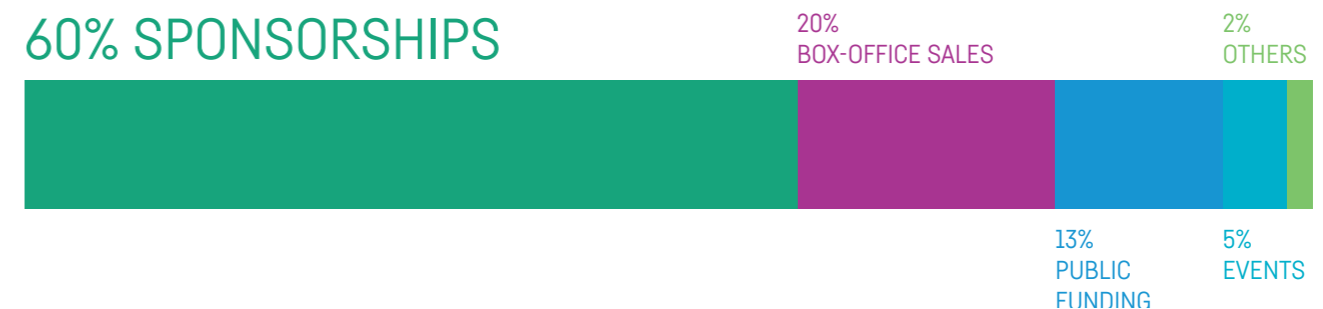
Over the course of 2018, 12 fundraising projects through incentives laws and public- and -private sector competitive biddings were submitted — more than twice as many as in 2017. To complement the Museum's funding sources, we sublet spaces for outside corporate events. Our venue is the ideal setting for businesses to hold meetings with their stakeholders. In 2018, 71 events were held, 31 of which were corporate and the remaining 38 by partners.

# 2017

75% OF THE BUDGET THROUGH PRIVATE INITIATIVES



# 2018



## EVENTS

In 2018, we hosted a total 71 private events, some noteworthy examples of which include: Game XP, Bonjour Paris (Air France), Colgate release, Animale Convention and Fashion Show.

**71**  
PRIVATE  
EVENTS



# INDICATORS AND TARGETS

The Board of the Museum of Tomorrow set 51 goals for 2018 in connection with the Working Plan for activities agreed between IDG and the Rio de Janeiro Municipal Culture Bureau (SMC). Some of the highlights include:

## ITINERANT EXHIBITIONS

In 2018, two Museum of Tomorrow exhibitions made the rounds of other institutions: *Invisible Worlds*, a Brazilian scientific art show that was on display in the UFRJ's Casa da Ciência from February 22 to March 6; and we brought a replica of the *Matter Cube*, a part of our main exhibition, to the 8th World Water Forum, in Brasília.

## A MORE SUSTAINABLE TOMORROW

The Museum of Tomorrow's technical maintenance team developed three projects in March-August 2018 in line with the Environmental Sustainability program: 1. installation of chlorine generators from sea water; 2. Expansion of rainwater capture with the addition of a collecting tank; and 3. Reduced power consumption by turning off the chillers during peak hours.

## MULTIPLE PERCEPTIONS

The Museum of Tomorrow Brazilian Sign Language – Libras interpreter present for every Educational activity and on standby as needed for other actions. The number of Libras-mediated activities has significantly exceeded the original target: from 2 required actions, we held a total of 40.

## YOUNGER, MORE INCLUSIVE

To involve the younger population by offering first-job opportunities, the Museum of Tomorrow's target is to have six young apprentices in its workforce – its payroll currently has six young apprentices.

## EVERY COLOR

To attract more trans individuals to our staff, we partnered with the Rio de Janeiro Special Coordination for Sexual Diversity to launch, in 2018, a project that assisted interested parties from the selection process to integration within the institutional environment. The program includes training for all employees; the use of social names on every form of identification (name tags, biometry, internal communications), and other actions.

## PLURALISTIC AND INTEGRATED REPRESENTATION

IDG is committed to the inclusion of disabled professionals within the institution and, to this end, we try to maintain close ties with cause-related and activist entities/institutions. Our payroll currently has five disabled employees that work in an integrated manner in various areas of the organization.

## GENDER BALANCE

The Museum of Tomorrow currently has 165 employees. Of these, 84 are women and 81 are men. Management is made up of three statutory professionals, two men and one woman; and three non-statutory ones, 2 women and one man. We therefore operate with perfect gender parity in leadership positions.

## ETHICS ON A DAILY BASIS

IDG has since 2017 had in place a compliance program that showcases its commitment to best corporate governance practices and the importance of a culture of ethics in its operating environment. The program includes a Code of Ethic and Conduct, and an Ethics Hotline with round-the-clock service. For a more regulated environment, IDG constantly monitors its internal standards, enhancing our culture of integrity and valuing ethical behavior.

## Two exhibitions from the Museum of Tomorrow circulated in other institutions



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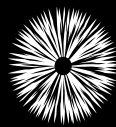


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