Created for:
Visitor Studies Group 2016

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The Metropolitan
Museum of Art

SFMOMA
on the go

THE
NATIONAL
GALLERY

Jewish Museum

MUSEUM
OF LONDON

LINCOLN CASTLE

V&A

NATURAL HISTORY
MUSEUM OF UTAH
Rio Tinto Center | The University of Utah

ENGLISH
HERITAGE

National
Museums
Scotland

SCIENCE
MUSEUM

IWM
IMPERIAL
WAR
MUSEUMS

Van
Gogh
Museum
Amsterdam

FRANKLY
green
+ WEBB

FABRIQUE
brands, design & interaction

1. How we embedded research into the project
2. Some of the research techniques we used
3. Opportunities and challenges associated with this approach

Truth 1

Digital projects are R&D projects

Truth 2

R&D in digital is about research from beginning to end.

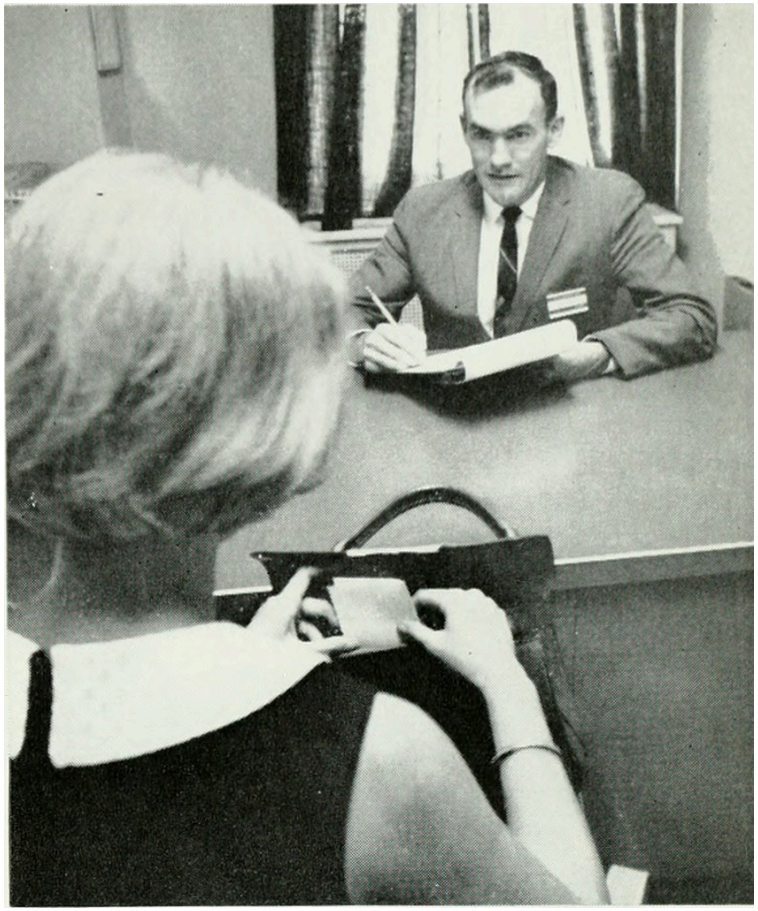
Truth 3

Most digital projects are lots of Design and not much Research

Little/No research = Lower results

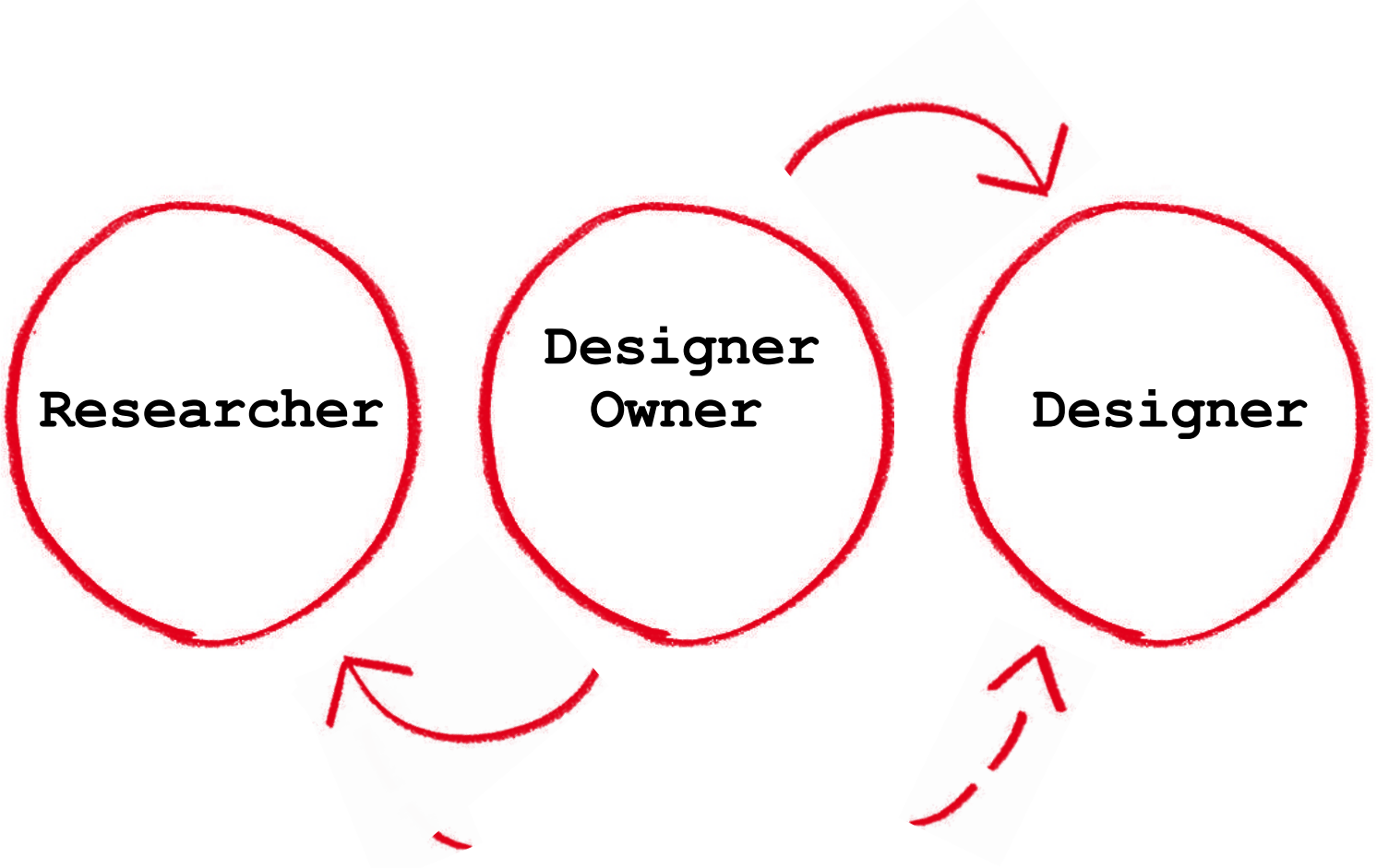
Smaller audience

Less innovative



Researcher

Designer


Researcher
Designer
Owner
Designer

Van
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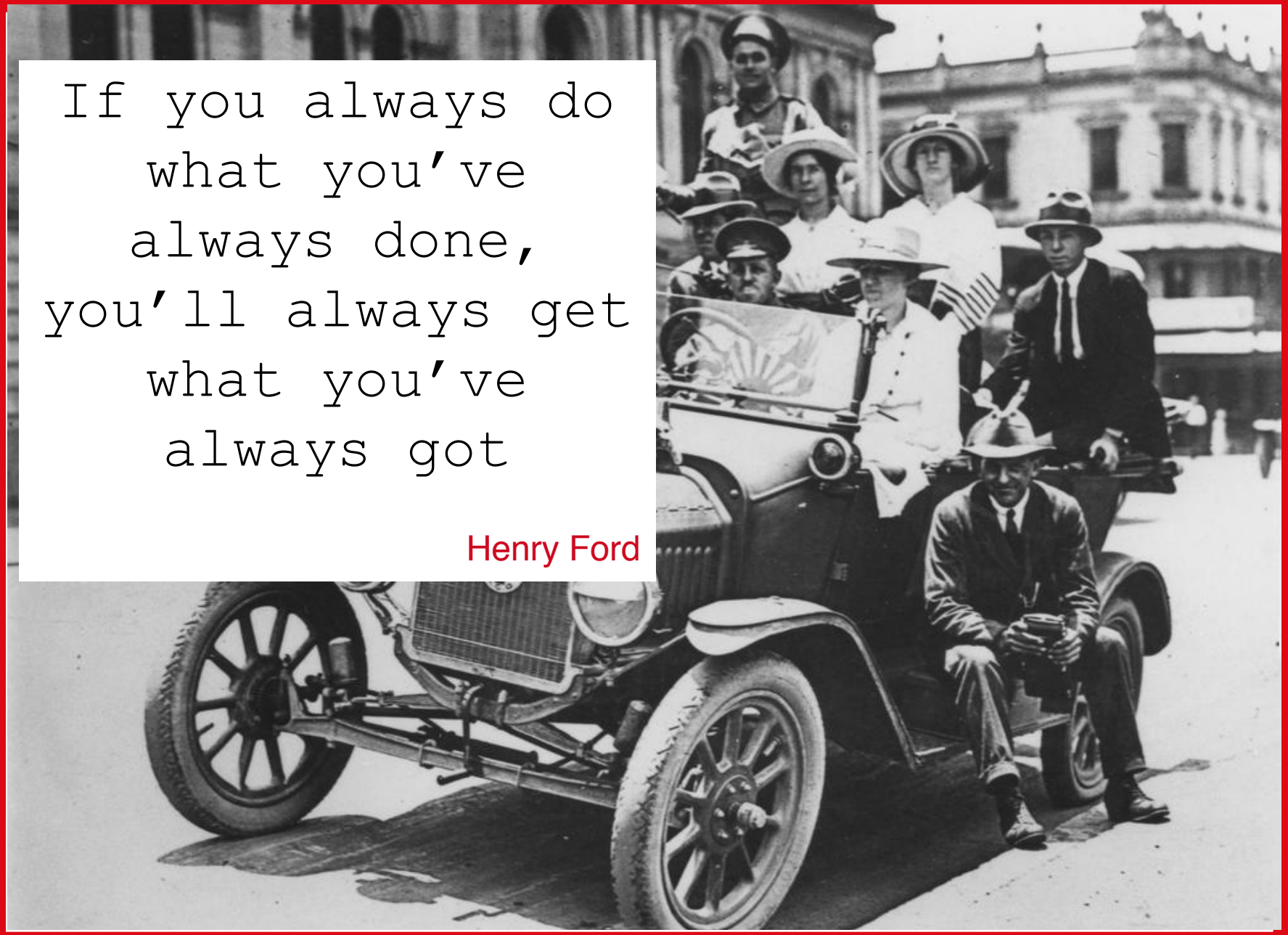
"I really want to improve. But it's precisely because I yearn for it that I'm afraid of remedies that are worse than the disease"

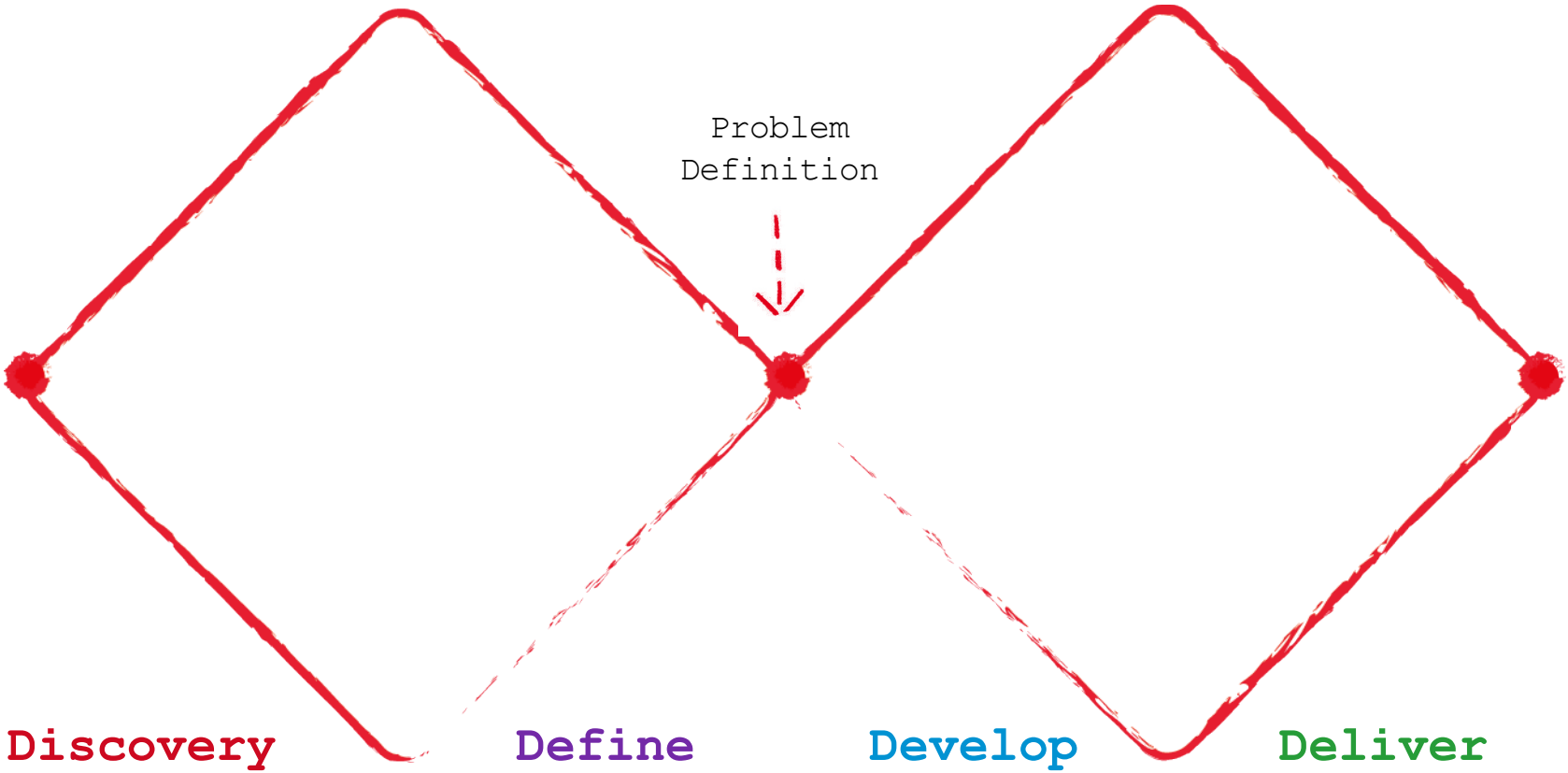
Vincent van Gogh, August 1879

You can't hang on to both the means and the end in a project.

That's not innovation.


If you always do what you've always done, you'll always get what you've always got
Henry Ford

Design council double diamond design process



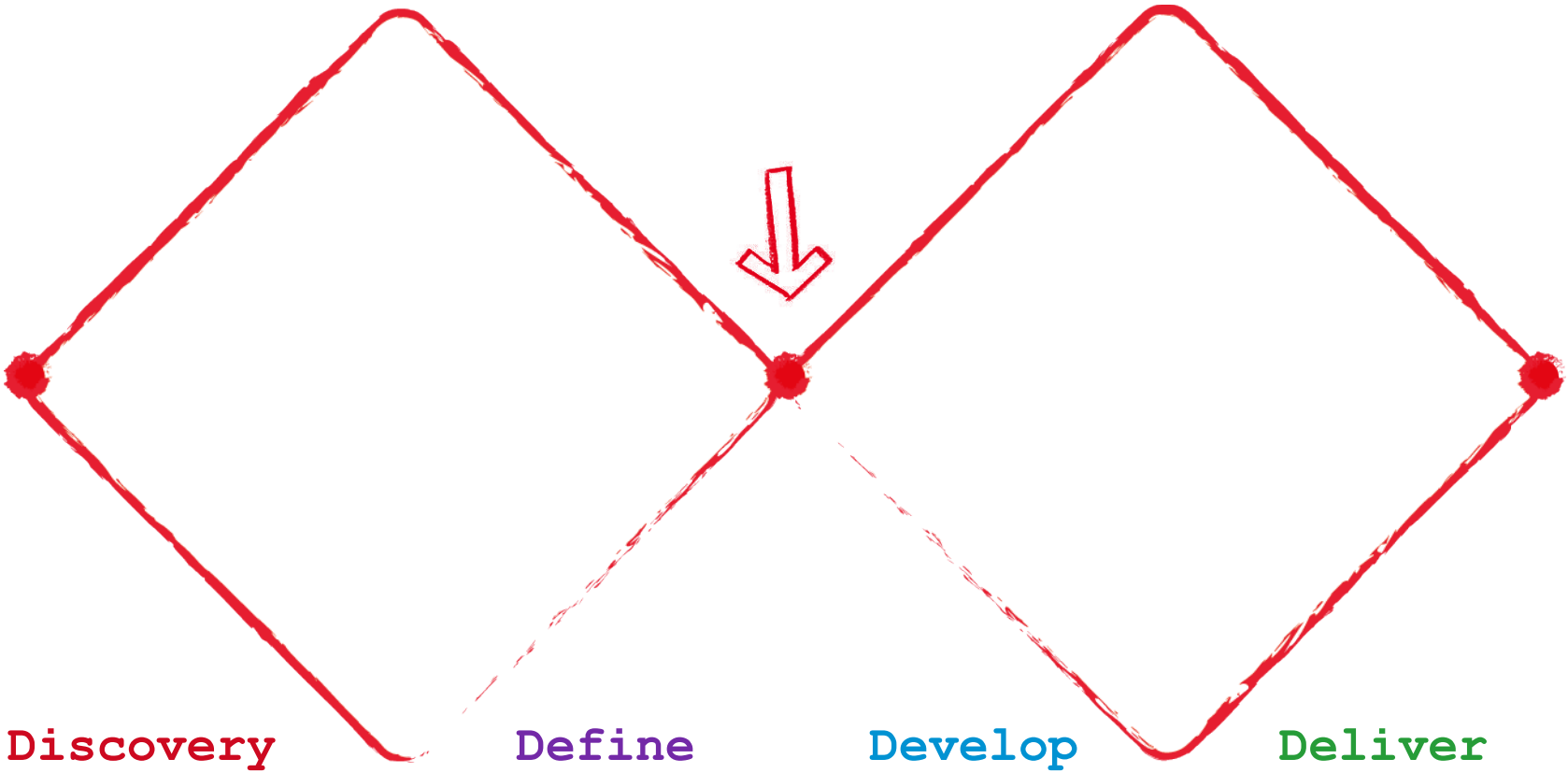
Discovery
Question what to focus on
Behaviour led design research

Define
Identify what matters
Specific requirements

Develop
Generate ideas
Test ideas

Deliver
Final test
Launch
Evaluate
Feedback

Design council double diamond design process



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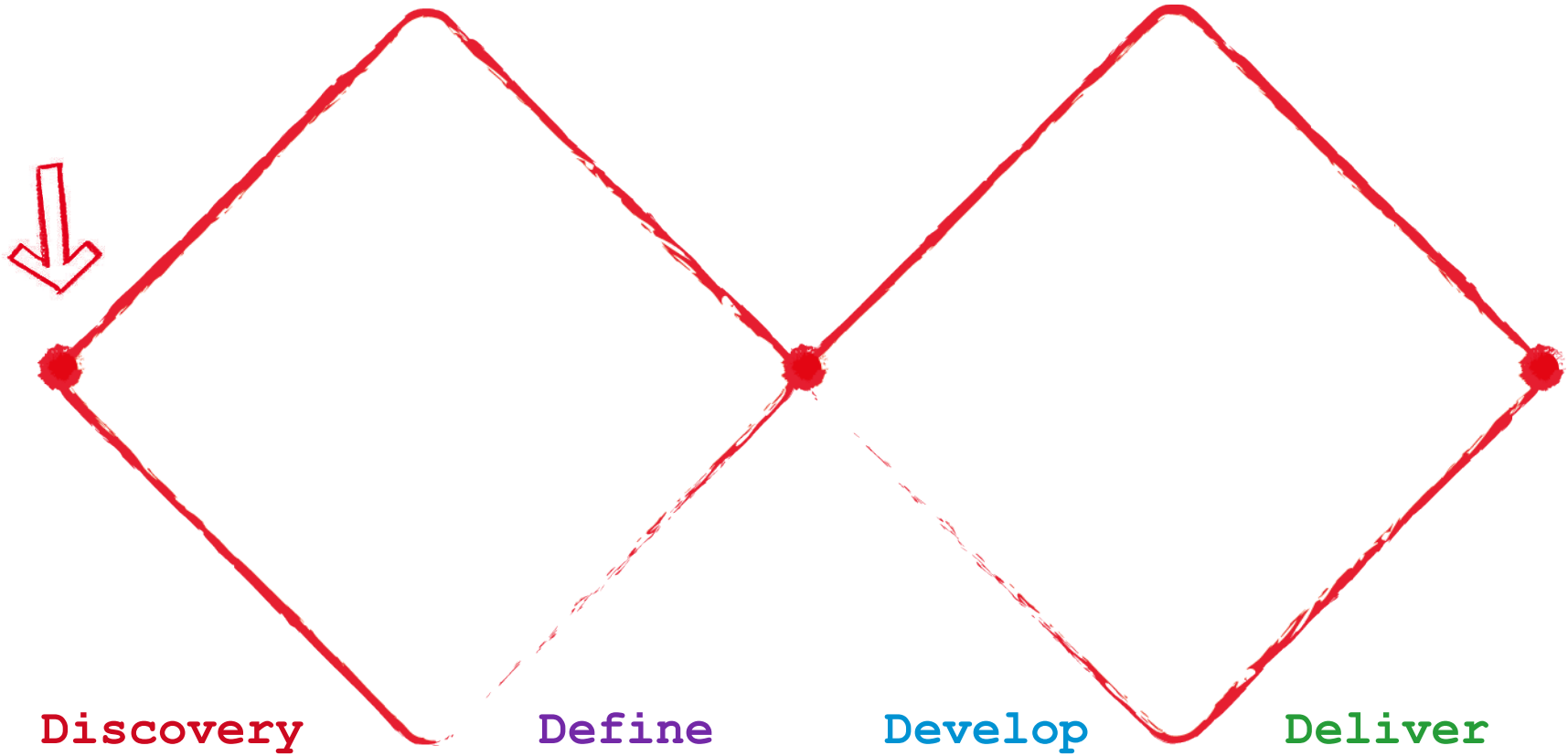

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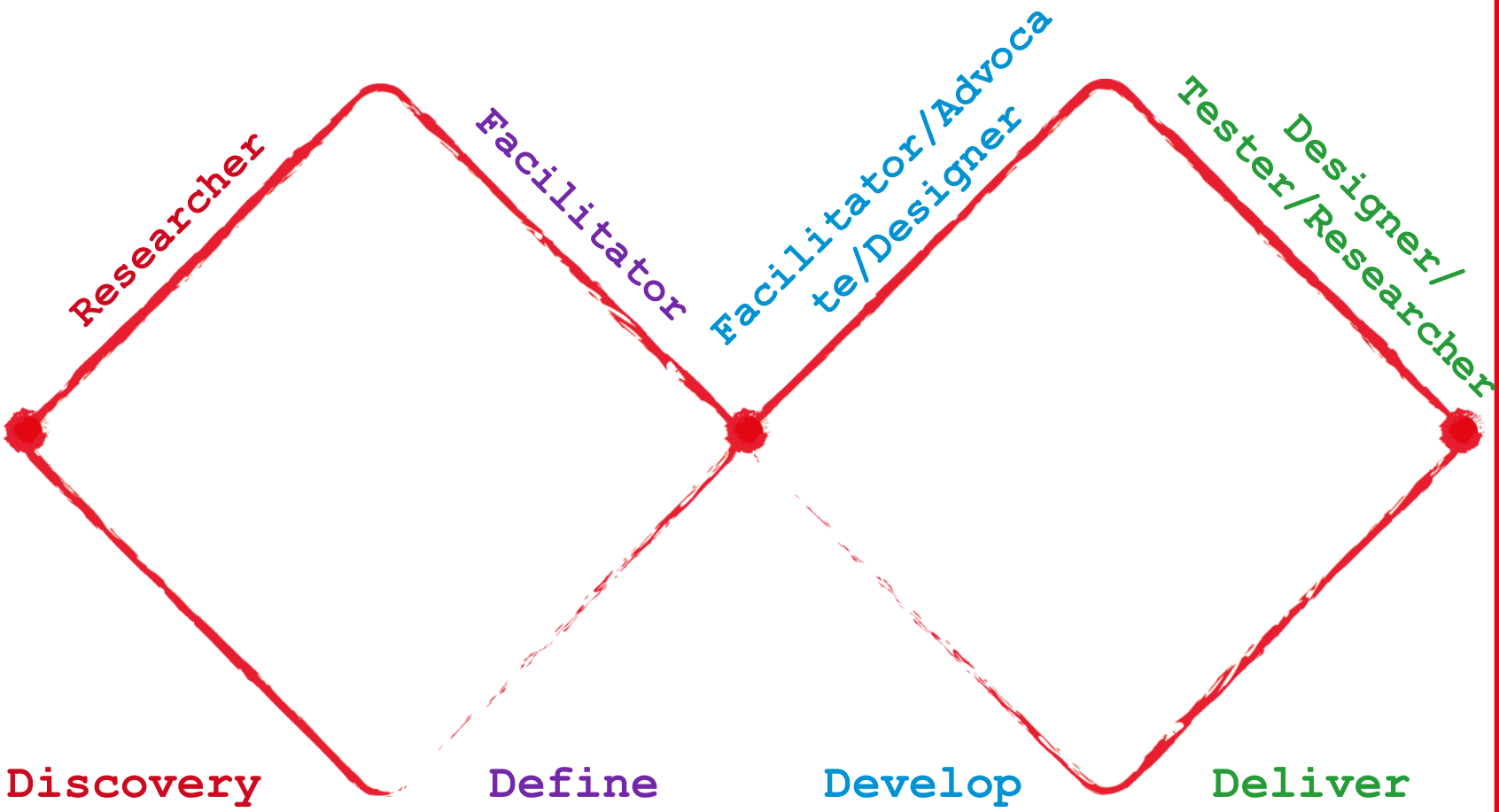
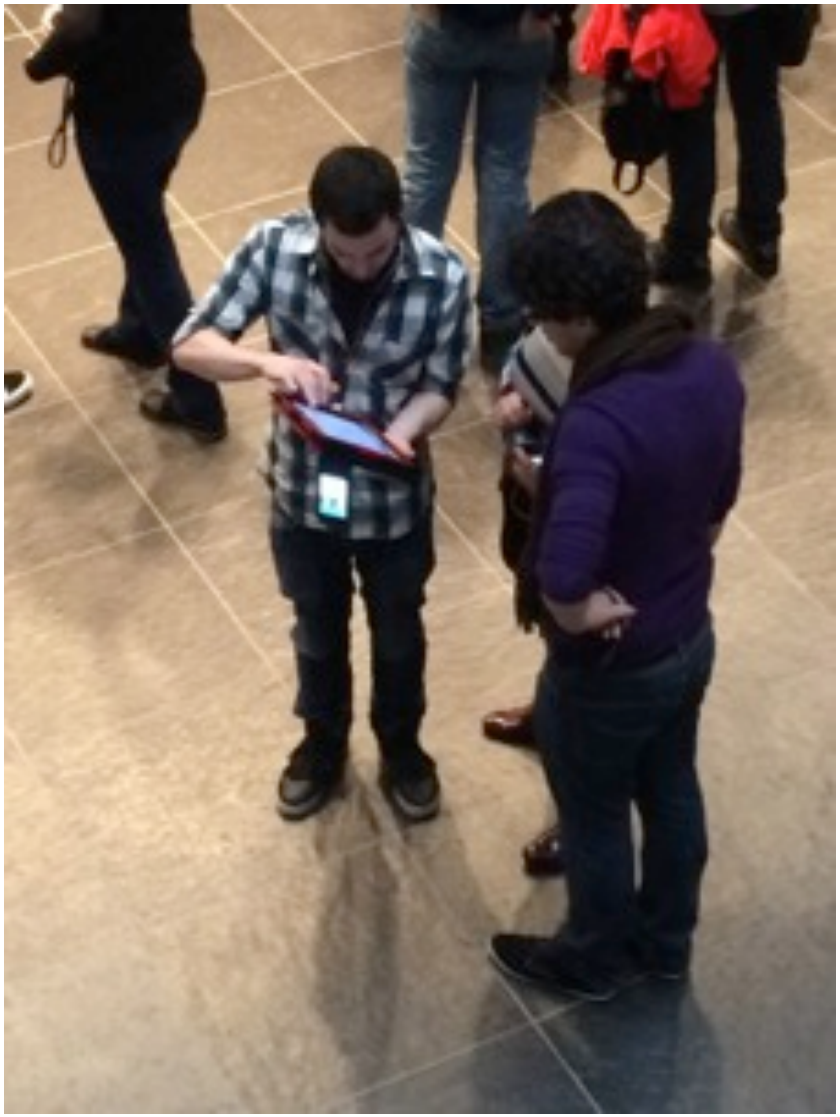
A mandate to move away
from research being
a “thing you do”
to a way you do it.

Roles of designer/researcher





Discovery:

Investigate the Humans!

Define: Identify the focus of the design activity

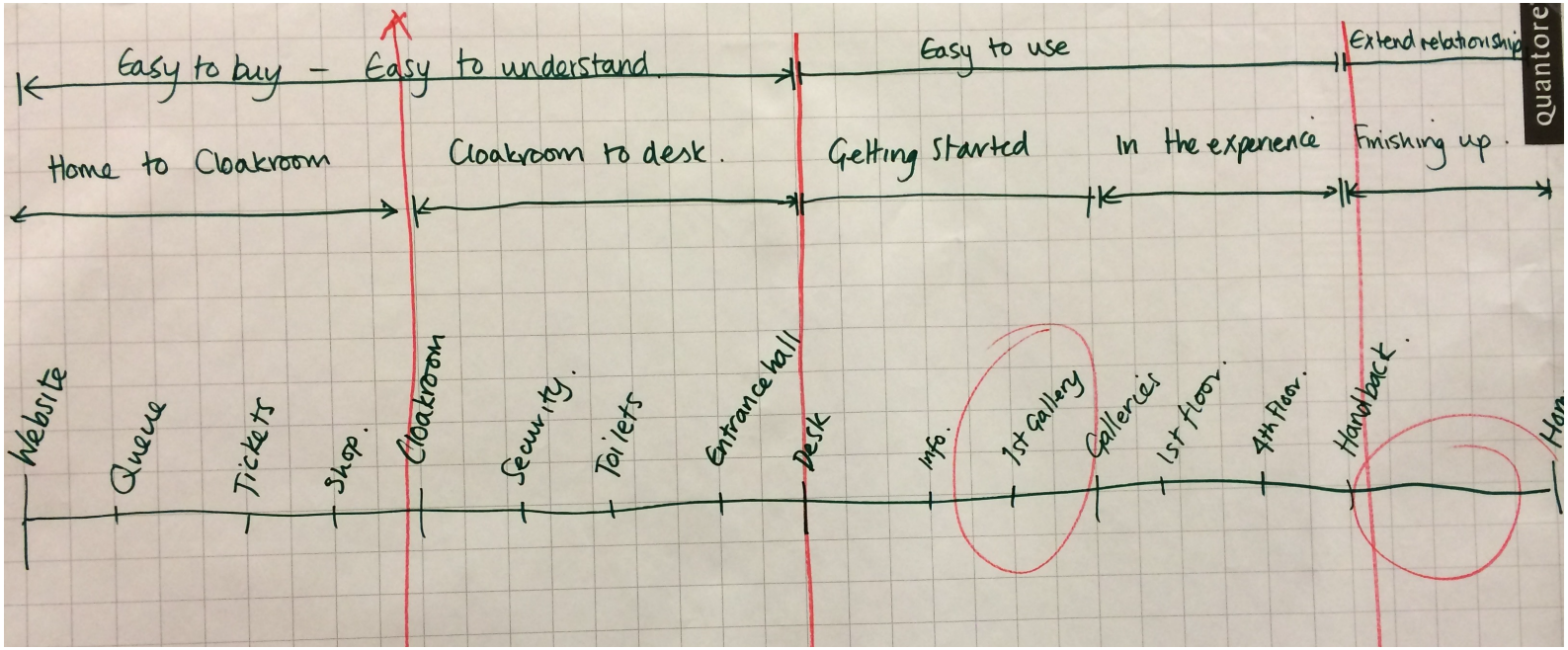
Define: Manifesto

a public declaration of intentions, opinions, objectives, or motives

Examples:

1. The guide will be easy to use in every context
2. The guide helps visitors look carefully at the real art
3. The guide will ease congestion and help visitors to get closer to the paintings

Define Develop: Visitor Journey Map



Documents the visitors experience from the visitors eyes.

Use it to understand how customers interact at specific moments and identify improvement opportunities.

Portugese Friends Visitor experience map

Van Gogh Museum

Visitor Principles	Visitors plan to come as part of a wider travel process			Visitors value the service being respectful, effective and personable		Visitors expect the museum to provide t	
VGM Needs	Research and Book before arrival			Reduce queue length and make purchase easy		Provide services to improve visit and vi	
Stage	Planning			Arriving		On boarding	
Visitor Moment	Researching	Booking	Travelling on the day	Queueing	Purchasing tickets	Cloackroom	Entrance Hall
Key points	Planning	Pay point	Planning	Waiting	Pay point	Planning	Decision

Emotional Line

Key points												
	Local AMS visit website	Guide book	Friends	VGM website on mobile/ Google Maps on mobile	Other people at hostel	Queue Screens	Hosts	Kiosk Staff	Cloakroom Staff	MMT Screen	Info Screen

Needs / Expectations

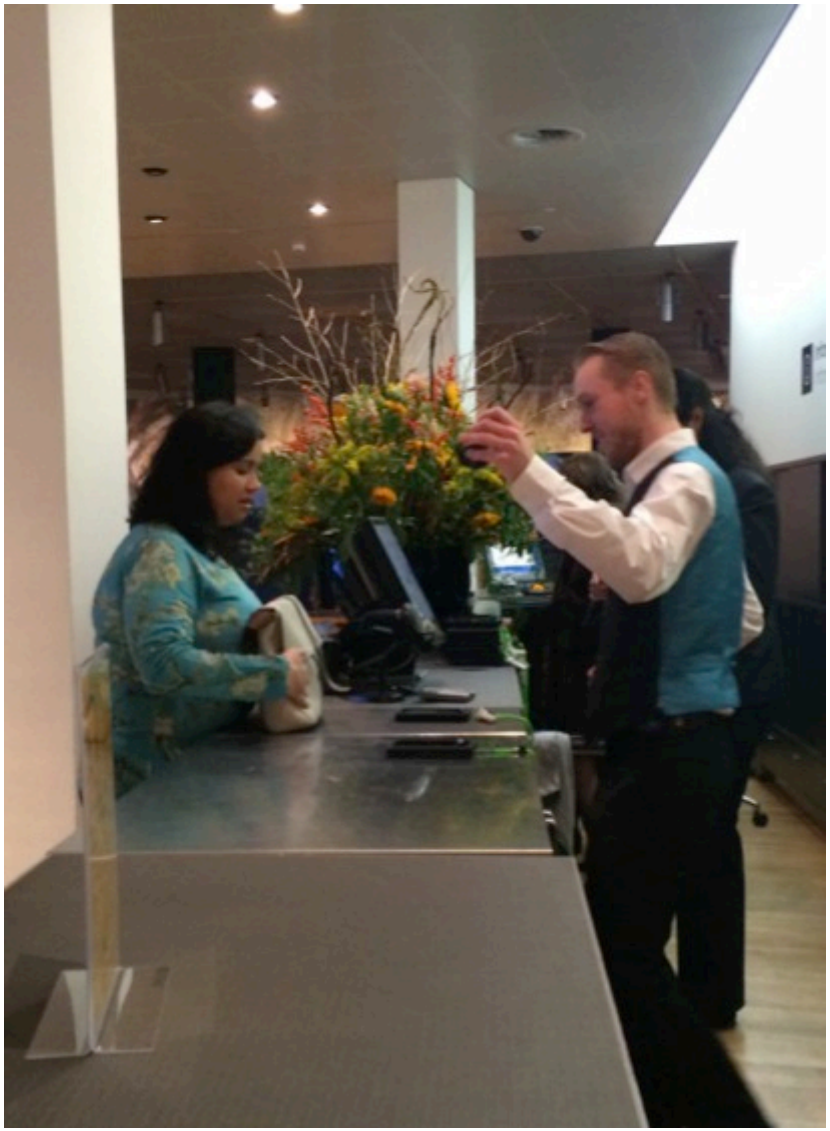
How do I make the most of my visit to AMS?	Shall we go to the VGM today too?	How long is a visit to the Van Gogh museum?	How do we ask for a guide in English?	Do we have to wait again?	I just want to get st
Do they have stuff in my language?	I wonder what the queue will be like?	How much will it cost?	How do I make sure I'm getting the best deal?	What does it cost? Oh it's free - brilliant	but where do I start
This is such an important place for me to visit.		What does everyone want to see?	If I buy the "headset thing" here where do I pick it up?	What should we leave here?	Do they have anyth in "my language"?
			Is the guide definitely availabe in my language?		I might just have to muddle through.
			5€ for the guide? or maybe we could get by in the English labels.		

Improve take up of the guide and improve visitor experience when using the guide

Opportunities			• Exploit group behaviours • Inform visitors of 'onboarding phase' • Encourage to discuss what want to do/see in the gallery • Support visitors to understand what the MMT offers	• Support to make purchase • Support to understand the logistics of purchasing the guide and picking up later.	• Ensure visitors have money to purchase guide.	• Support visitors to understand how to ge most of their visit
	• Integrate guide in terms of benefit to visit (i.e. time, motivation for visit)					
Challenges	• More focussed on logistics than getting most from the visit	• Concerned about commiting to the experience	• Focussed on logistics and convenience of the visit	• Supporting visitors in numerous languages • AMS government rules on selling tickets and installing hardware	• Supporting visitors in multiple languages not supported	• Visitors don't engage with signage	• Crowding of group vis • Visitors not reading si

Develop: Visitor Journey Mapping

1. They are **great** at:
   - Prioritising important moments for visitors and organisation
   - Developing a shared understanding of the whole situation
   - A visual reminder of audience experience
2. **Beware:**
   - Balance detail with ease of use
   - They generate an overwhelming number of ideas
   - They can be very unwieldy – where will you stick them?



Develop Deliver:
Empathic design

Giving designers and commissioners personal experience to understand the needs of the user.

Use it to focus on user needs or undiscovered needs.

Develop Deliver: Empathic design

What we learnt:

1. It is very, very useful
2. It needs to be responsive
3. That means being in the same room
4. It can be frustrating for designers because it's a brake on the project

Develop Deliver: Shared Analysis

Decision makers, designers and researchers work together to review real data and begin to synthesise the results.

Develop Deliver: Shared Analysis

Develop Deliver: Shared Analysis

What we learnt:

- Seeing and hearing real people has more impact
- Designers can get to grips with the context easier
- The analysis is rarely as thorough

But…

- The understanding is often deeper

The Results

- Increased usage
- Increased learning
- Improved perception of the organisation

Take Aways

Think about your role as researchers, advocates, facilitators, designers

How can your practice be responsive to digital projects

Evaluate the compromise between the strength of the analysis and the need engage designers and decision makers to "own the data"

It can create lots of impact but also change – is your organisation ready for that it?

Resources

Human Centred Design

IDEO Method Cards - https://www.ideo.com/work/method-cards
Derby Silk Mill - http://www.derbymuseums.org/hcd/

Service Design

Service Design Tools - http://www.servicedesigntools.org/
GDS Service design manual - https://www.gov.uk/service-manual

Design Research for Digital

GDS User Research - https://www.gov.uk/service-manual
Just Enough Research by Erika Hall - https://abookapart.com/products/just-enough-research

Our Weeknotes - http://bit.ly/FGWinyourinbox

Images thanks to Flickr Commons:

The hidden treasures of the Worlds Public Archives

http://www.flickr.com/commons

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