

Journey maps and customer hacks: redesigning services at the State Library Victoria

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Overview

- Why we redesigned our services
- Our service design approach
- Staff ideas and input
- Customer ideas and input
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- Opportunities
- Our service principles
- Overview of our new service model
- Making changes to our services

Why we redesigned our services



"Melbourne has changed, and the library has changed with it."

– staff member



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The library offers an increasingly varied range of services and programs to a diverse range of people

Our visitor numbers are increasing. Last year we had around 1.7 million visitors. This is only likely to grow as the population of inner Melbourne increases and as we reach out to new people

The people who use the library have different and sometimes competing needs and expectations of the library

Like all libraries, we are assessing how we can best help people and responding to changing expectations

Our service design approach

To ensure our service model:

- meets our customers' needs
- is cost effective
- supports the Library's broader visitor experience objectives
- builds customer satisfaction and engagement
- aligns staff skills and capabilities with the needs of customers
- integrates our approach to service delivery
- increases the uptake of self-service by our customers

The last large-scale review of the service model was several years ago. This led to changes such as relocation and consolidation of service points and the introduction of mobile technologies to assist staff

Our current Corporate Plan identified a review of the service model as a strategic initiative for this past financial year.

On the slide are some of the objectives we had in mind when planning the review

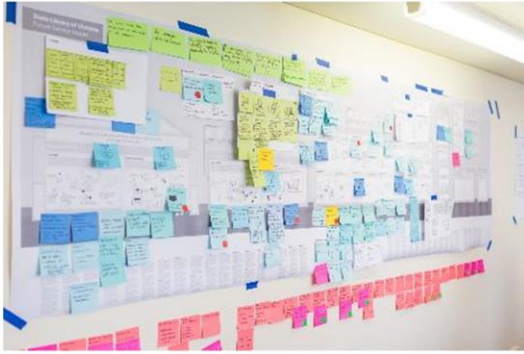
We wanted to take an holistic approach to redesigning our services, looking at them from an integrated perspective, and putting the people we are trying to help at the centre of our thinking

I was also keen to take a creative approach so we could surface the best ideas of our staff in a way that was engaging, and take the opportunity to challenge assumptions and think innovatively, rather than incrementally

This is why we decided to take a 'service design' approach to the project. We went to an expert in this area – Meld Studios, to help us with this work.

We formed a project team of four, two Meld staff (Chris and Dom) and two library staff (Ben & Bridie). Bridie is going to tell you now how the team did the project.

Our service design approach



12 week joint project in 4 stages:

1. Research & observation
2. Opportunities
3. Concepts
4. Future state model



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12-week project March-May

Joint effort between the Library and Meld Studios (Steve, Chris and Dom)

4 stages – Research, Opportunities, Concepts and Future state

1. Research

In the research phase the project team looked at services across the library and identified tensions that needed to be addressed.

To look at services and identify current tensions

Observation around library, reading rooms, desks, enquiries (offsite and refracker)

Interviews with senior staff, across all areas

Ad hoc interviews along the way

All of this research resulted in four current state journey maps - Visual representation of the services and experiences in the library

Sketching and getting in touch with our artistic side

2. Opportunities

Current state maps - identify opportunities for service redesign.

Used in workshops – with structured activities to generate lots of ideas and lots of post it notes

Then shared at lunchtime sessions, divisional and team meetings where we walked people through the maps.

Maps were hung around staff areas to gain more feedback. People embracing the use of post-it notes

How we did it



3. Concepts

After all of the shared discussions, workshops and feedback on service experiences
So many great ideas came from this process, and fed into the concept development stage

How the future library could operate

Dreamt big in this stage, exciting to let loose

Service principles to guide us in creating the concepts to stay on track

This stage included prototyping, and we looked at what would be useful to test in the physical space

Brave staff took part in dreaded 'role play' sessions, where we dressed the library (and some staff) differently before opening on 3 mornings to test out service concepts

Gathered lots of feedback after each run through from the those who took part

4. Future state service model

Final part of the project, developing a new service model for the Library. Easy right.

Again we used the feedback and experience from the prototyping to improve and alter the concepts

Represented in one new map, with accompanying text to explain the principles and concepts

It was presented the project steering committee on 16 June and to the Leadership Team

in early July

After that we held some information sessions with staff to talk through it.

We have a couple of copies of the map to hang up for staff to examine and a PDF booklet version will be sent around soon. This is also largely visual and not a scary size document. Keep an eye out for that.

Staff ideas and input



Around 150 Library staff were involved:

- workshops
- interviews and informal questions
- lunchtime information sessions
- concept prototyping and feedback
- team and divisional meetings
- email feedback



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Important aspect of this project

We were a small team and needed to draw on library staff along the way for expertise and ideas

Speak about the benefits of staff involvement

Customer ideas and input



Observational research

- 2 weeks
- From doors open until close
- Monday to Sunday
- At staffed desks, behind the scenes, and out in the wild
- Special events – Children's Book Festival
- Observing behaviours, staff interactions, customer hacks, traffic and flow

Over 150 customers interviewed

- What have you come here to do today?
- How has your experience gone today?
- How long have you been here today?
- How often do you come to the SLV?
- Which areas of the library have you visited?

Storyboarding and prototyping services concepts for feedback

What we learnt



"At times it would be useful to have a team of six - at other times we're twiddling our thumbs"

- staff member

"I think it's so vibrant now - you never used to see a child in here"
- staff member

"30 kids walking around at the same time makes too much noise"
- staff member

We learnt a lot!

One aspect of the project that was really encouraging to see was that the staff who got involved in the workshops and walk-throughs and other activities also seemed to learn a lot about the library. It was a great opportunity for a cross section of staff from across the different parts of the library to come together, discuss ideas, and also learn more about each others work.

Something that came through very strongly in the project was the exceptional passion of our staff for their work and the high levels of customer service we offer to our visitors

Sometimes this passion and dedication to customer service is constrained by factors to do with the way we have designed our services. While independently our services are all sound, when you bring them all together they start to cause tensions both for our staff and our customers

What we learnt

Tensions:

- conflicts between different services and visitor needs
- impacts of poor signage
- barriers to entry, eg bags policy, security
- architectural constraints
- congestion and demand on services and spaces
- promotion and access to the collection
- browsing and navigating the collection
- inefficient, difficult or hard to understand processes
- lack of spaces for visitors with specific needs
- access to staff expertise

Some of the tensions that surfaced during the project are listed on the slide. This is not a comprehensive list, but it captures some of the main ones

I'm sure most of these won't be a surprise to you as you have probably experienced the frustrations and consequences of trying to resolve these

Opportunities

- A more welcoming experience for visitors
- Better orientate visitors within the library
- Clearly explain the purpose of the library and its services
- Enable visitors to self-serve
- Better align visitor enquiries with staff expertise
- Simplify access to the library's collection and encourage use
- Create stronger links between collection and non-collection services
- Better address the needs of visitors using the library as a place of work
- Create ongoing engagement with the library

Identifying these tensions then allowed us to focus on the opportunities there were to try to relieve some of these tensions.

These opportunities were a starting point for designing the new service model

Service design principles

- The collection at the heart of the library
- The library is a place for everyone
- Make the entire collection accessible to the public
- Services should be available physically and digitally
- Connect customers with the right expertise at their point of need
- Customers will empower themselves and each other
- Actively monitor and measure customer interactions and adjust our services accordingly
- Charge for our services where appropriate and charge appropriately for our services

From those opportunities, and by synthesising all of the thinking that we explored in the workshops, walk-throughs, observations, and interviews with staff and customers, we developed these service design principles

The service design principles then guided us in designing the new service model

Our new service model

The model includes:

- 'Zones'
- Service principles
- Simplified processes
- Service concepts and their main features
- Suggested floorplan



The new service model will set our path for service development and delivery into the future

3.5 metre map which is now on display around the library in staff areas for you to look at and read at your leisure

The model is centred around service 'zones', for example a 'welcome zone', 'co-working zone', 'family zone', 'collection zone' and others. The idea behind the zones is to try to relieve those tensions created by competing needs of different customers, by separating out our services into defined spaces.

The model identifies service processes that can be simplified and made easier for both staff and our visitors, such as the collection request process.

The model also identifies the main elements and characteristics needed to deliver our services.

The model is very full with information and detail and I recommend having a look at the map and having a read for yourself.

The service concepts for the most part need further development to articulate the finer detail of how they will work in practice.

For today's presentation, I have picked out a couple of examples of services concepts from the model to tell you about

Suggested examples to talk about

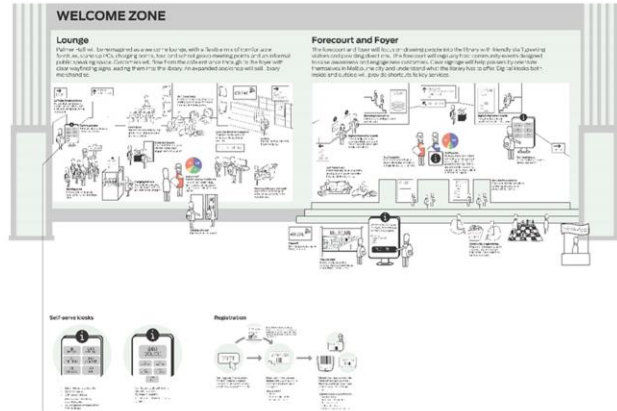
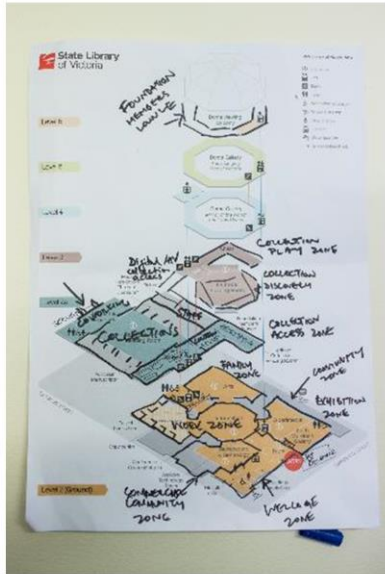
- 'Collection zone' - bring all collections closer together on Level 2A (around Redmond

Barry and into Dome) with a centralised service point in Cowan Gallery, mobile/roving staff in other areas working from service hubs

•Relaxing barriers to entry and use of the library, eg rethinking security, simplifying registration and requests processes, self-serve kiosks, rename floors eg ground floor, further relaxing of bags policy

These are just a few examples

Our new service model



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Another reason behind thinking in 'zones' is that we can apply the principles behind the zones to design services regardless of which specific spaces they reside in

Having said that, we have had a go at identifying what we think are the best spaces for particular zones and services. We based this thinking on creating the best flow through the building to assist people to find their way around and get the help they need as close as possible to where they are working in the library



Making changes to our services

- Redesigning the welcome zone
- Placing more trust in our customers
- Uniforms
- Single service point
- Zoned approach



Questions?

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