Meld Studios:
Your co-design & change management partner

October 2021

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Who we are, what we do, and how we work

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We are one of Australia's most established and awarded ==service design== firms.

- Our mission is to **improve the everyday lives of people** as they interact with the world around them

- As **designers by heart and by trade**, we believe that an inclusive, collaborative, iterative design approach is the best way to do this

- Most of our work involves bringing **complex stakeholders** together to tackle **complex problems** like policy, infrastructure, climate change, employment and education

- We have **strong proof points** about the outcomes we've helped other organisations to achieve

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Clients hire us because they have problems we can solve together.

- **What's the real problem or opportunity?** It's on the tip of your tongue but you can't quite see it or describe it. Maybe you're looking at the symptoms, not the core problem.

- **Is this the right solution?** You've invested time and money but you're not sure it's the right thing. You need to explore.

- **We need an external view.** You have a thoughtful, expert opinion of what needs to change but it's an internal or expert-led perspective only; you don't truly understand what your customers or communities want or need.

- **We aren't aligned.** People see the problems and opportunities differently, so work is fragmented.

- **We need a new way of working.** You need new mindsets and practices embedded across your organisation to deliver your the outcomes you're after.

- **We have to keep up!** Citizen, customer and employee expectations are changing faster than ever, and you need to rethink your role or improve the experience you provide to continue creating value.

- **We don't know where to start.** You experience all of the above, it's overwhelming, and you're not sure where to focus first.

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Service design

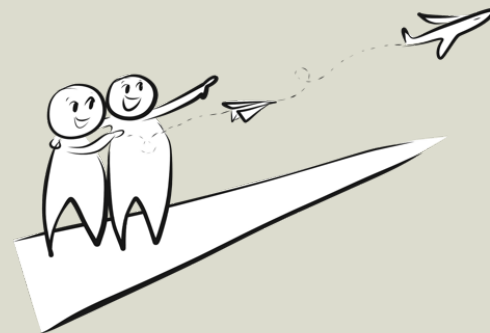We work with you to design better services, experiences and systems.

Capability building

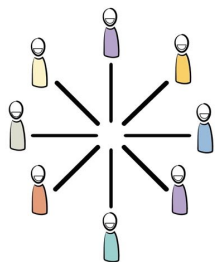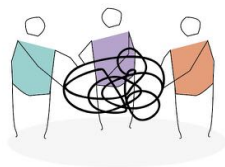We help you to bring design mindsets and practices in-house.

Organisation design

We help you to embed new mindsets and practices across your organisation.
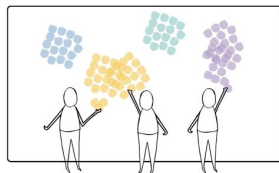
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Design *with* to build capability and embed change as we go

Engage the diverse set of people/stakeholders involved in or impacted by the topic
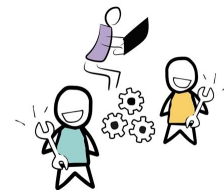

Enable them to collaboratively engage with the topic and define what is important to them and why

Enable stakeholders to share, define and agree on what their collective priorities are
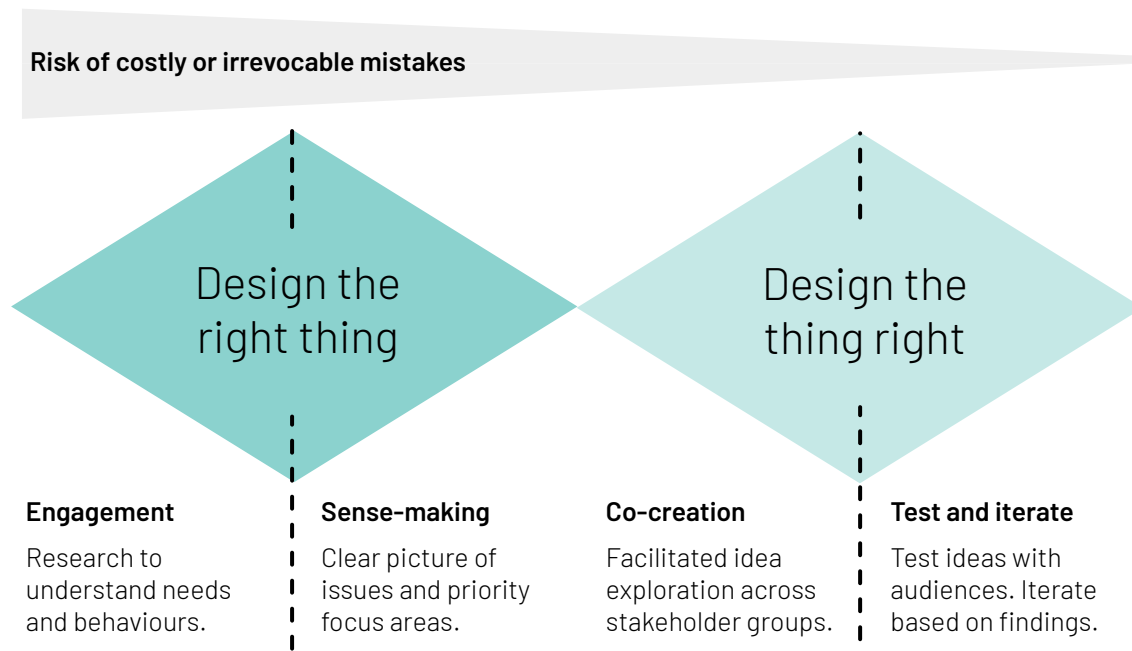

Based on collective priorities stakeholders generate ideas and solutions together

Together stakeholders build solutions or take actions that help them move towards their collective goal and priorities

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The Double Diamond Process
Reduce risk, increase confidence

Risk of costly or irrevocable mistakes

Design the right thing

Design the thing right

Engagement

Research to understand needs and behaviours.

Sense-making

Clear picture of issues and priority focus areas.

Co-creation

Facilitated idea exploration across stakeholder groups.

Test and iterate

Test ideas with audiences. Iterate based on findings.

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We focus on industries and organisations that form the fabric of our society, working with their people, customers, partners and communities to improve what they do. Our work has improved:

Government services: at federal, state & local level

Social services: housing, employment, justice, mental health; support for Aboriginal and Torres Strait Islander peoples, foster carers, gender equity

Health services: government, not-for-profit, private, industry bodies, pharmaceutical and bioceutical

Cultural experiences: at galleries, libraries, archives, museums

Environmental outcomes: sustainability planning, embedding sustainability mindsets & practices, environmental initiatives & campaigns, regulation enforcement

Agriculture: investment in climate resilience initiatives

Education experiences: at public primary, public and private secondary, vocational, and university level

Commercial services: shopping experiences, retail B2B engagement

Financial services: banking, investment, insurance, superannuation

Built environment: public transport stations, precincts, residential & commercial properties; customer engagement in property development; encouragement of sustainable choices

Transport: stations, precincts, train and bus experiences, automotive services

Travel, tourism and hospitality: airline services, accommodation, regional tourism services, hospitality services

Infrastructure: utilities, freight, logistics, post, telecommunications

Since 2009 we've worked with over

200

public and private organisations

across **15** industries

and involved over

12,000

customers and citizens in our work.

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Public recognition of our co-design expertise

The following projects have been recognised for excellence in bringing multiple stakeholder groups together to tackle complex challenges involving policy, climate change, financial wellbeing, public transport, ways of working, and service models.

We won our first Good Design Award co-designing a future state service model with State Library Victoria. This work enabled SLV to attract $81m in implementation funding.

Since then we have won ten more Good Design awards including Good Design of the Year in 2018, coming first overall out of 536 entries for growing human-centred design capability across Queensland Government.

We have won Best in Class for Service Design four times.

2021

GOOD DESIGN AWARD® WINNER

Understanding visitor experience to inform ACMI's architectural and digital transformation

GOOD DESIGN AWARD® WINNER

Co-designing how to communicate the risks of illegally dumped asbestos

2020

GOOD DESIGN AWARD® BEST IN CLASS

Industry-wide collaboration to help volume builders sell more energy-efficient homes

GOOD DESIGN AWARD® BEST IN CLASS

Co-creating ASIC's Financial Wellbeing Network

GOOD DESIGN AWARD® GOLD WINNER

Co-creating a framework for Delivering Great Policy across the Australian Public Service

GOOD DESIGN AWARD® WINNER

Co-creating Port Authority of NSW's Sustainability Plan

2019

GOOD DESIGN AWARD® GOLD WINNER

Customer-led Integrated Transport Plan for Sydney's North West

2018

GOOD DESIGN AWARD® OF THE YEAR

Growing human-centred design capability across Queensland Government

GOOD DESIGN AWARD® BEST IN CLASS

Growing human-centred design capability across Queensland Government

GOOD DESIGN AWARD® GOLD WINNER

Co-designing the Fortitude Valley Housing Service Centre

2015

GOOD DESIGN AWARD® BEST IN CLASS

Co-creating a Future State Service Model for State Library Victoria

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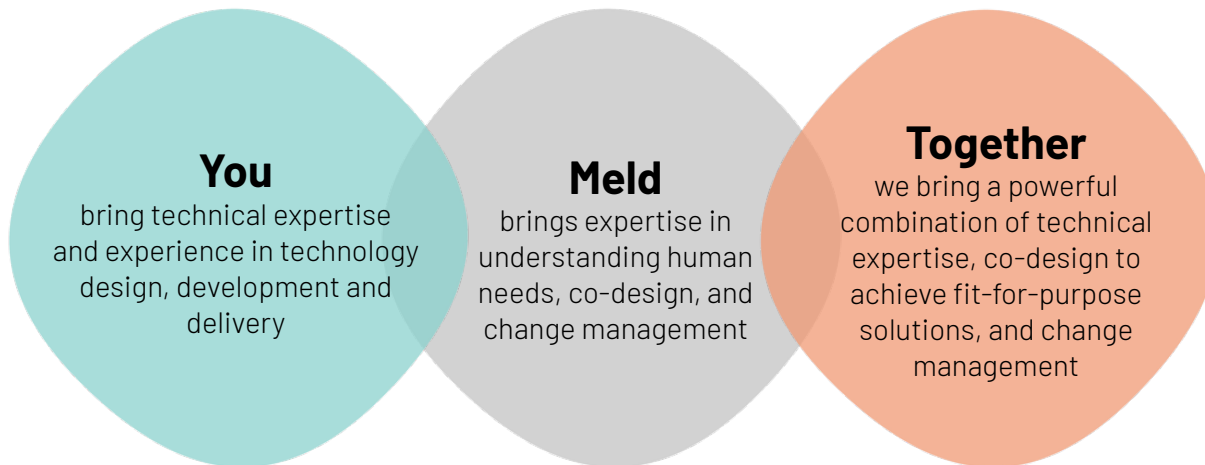# A short video about Meld Studios and the work that we do

To watch the video, click on the underlined blue text and click the link.

The value we create together

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Bring Meld in when clients hint at or explicitly ask for:

- Alignment on vision, strategy or roadmap

- Understanding customer needs

- Stakeholder engagement

- Co-design

- Change management

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Our combined value proposition

You
bring technical expertise and experience in technology design, development and delivery

Meld
brings expertise in understanding human needs, co-design, and change management

Together
we bring a powerful combination of technical expertise, co-design to achieve fit-for-purpose solutions, and change management

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We're keen to collaborate on:

- Joint proposals
- Joint projects, or a small part of your bigger project to get started
- Vision and strategy workshops, with innovative techniques to engage, educate and help people think differently
- The design and implementation of tools, processes and systems
- Change management and communication strategies

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Example technique

Part of our role, and the value we bring, is prompting teams to think differently about the thing they're doing.

Appropriately timed provocation helps teams to push their thinking, identify opportunities, and to reframe their purpose and approach. It also encourages responsible decision-making.

We have a range of **activities and tools** for use throughout our projects to provoke new ways of thinking, and to help teams address some of the many complexities that we need to solve for in our increasinging complex projects.

The Provocation Cards shown here is one example.

Sample Provocation Cards

What if we were designing this for the next three generations?

What if the answer isn't in this room or in this industry?

What if we only spoke to people who are underrepresented?

What if everything was a prototype and never finished?

What if A.I made these decisions for us?

What if we depended on everything being local?

What if success meant designing yourself out of a job?

What if it only took a small change to make a big impact?

What if we focus on what is important rather than what we can measure?

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Sample projects

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Case studies

The following case studies highlight our:

- digital experience
- change management experience.

We can chat more about our other award-winning projects in government, policy, environmental and social outcomes, built environment, and transport.

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Delivering transformative technology outcomes across Australia

We've partnered with government, private organisations, customers and citizens across Australia to tackle platform migrations, product design, digital strategy and workplace transformations. This includes working on initiatives to:

- improved **digital collaborations tools for Atlassian**'s global expansion
- developed a strategic **digital vision for Australia Post**'s rapidly changing operating environment
- mentored and trained the **ABS** to digitise services including the **Census**
- improved access for all citizens to **Queensland Government digital services**
- improved the **online delivery of Federal Government services** with the Digital Transformation Agency (**DTA**)
- developed **ASIC's Moneysmart website** to improve the **financial literacy of Australians**
- enhanced the post and parcel **digital customer experience for Australia Post**
- improved **digital access to Australian Museum collections**
- **digitised the customer experience** for the **Art Gallery of New South Wales**
- improved the colleague experience through **platform transformation for one of Australia's biggest banks**
- developed new **digital product for the ABC**.

We've included a few of these case studies below.

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Enhancing Atlassian's digital collaboration tools

We have helped Atlassian to improve the experience staff and customers have with its digital collaboration tools.

We interviewed 60 customers and 60 staff from 18 countries using remote research tools.

During initial discovery research, we used Zoom (video conferencing) and Miro and Mural (screen sharing tools) to obtain rich insights into the needs of different customers.

We then used online collaboration tools (Miro and Confluence) to make sense of everything we heard and share our findings with the project team.

The final materials are being shared globally with all Atlassian staff, and are being used as stimulus for a series of remote idea generation workshops.

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IMAGE: EXPERIENCE VISION FOR AUSTRALIA POST
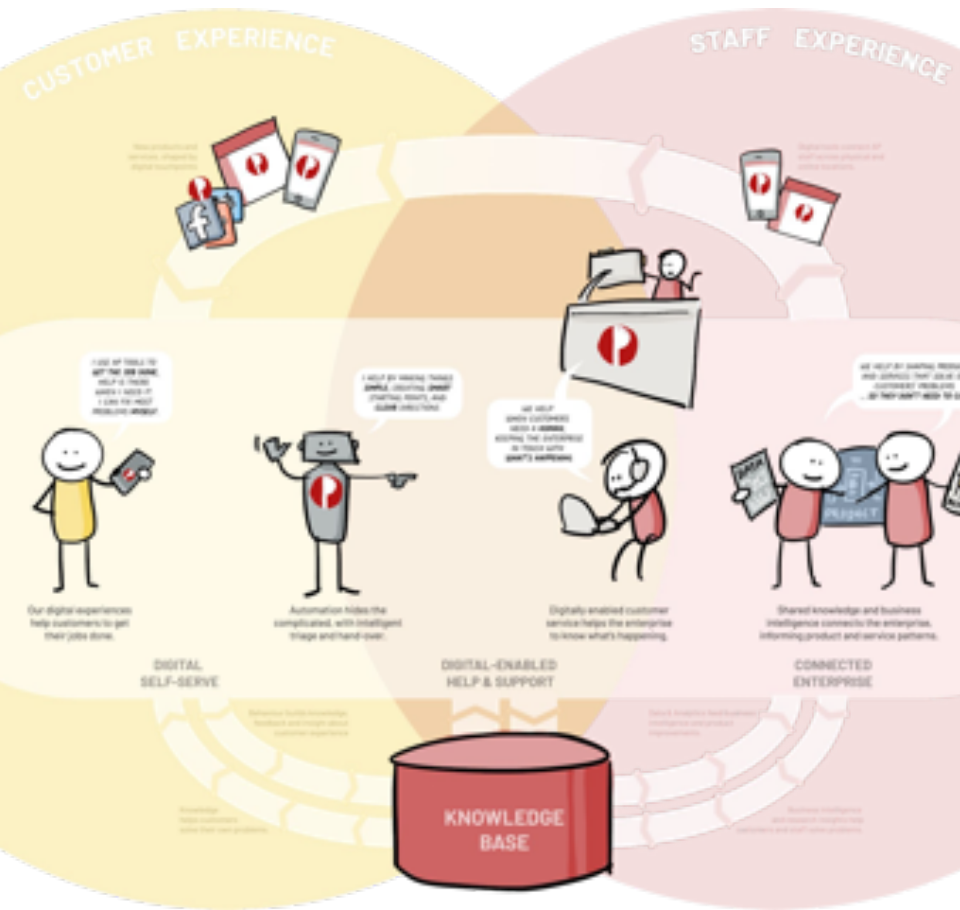
A future vision for digital customer service with Australia Post

Australia Post connects thousands of businesses with millions of customers. With parcel volumes—and support costs–skyrocketing we partnered with AP to develop a strategic vision for how digital capability and touchpoints could transform customer service.

Engaging senior leaders and teams from across the business, we connected existing research with emerging global practice with a deep appreciation of organisational culture.

This project was successfully because of the way we worked together to build an exciting AND feasible vision for change.

We delivered:

- Insights to understand current state challenges for digital Help and support.
- An Ideal state map to articulate the future vision for digital customer self-service that addresses these challenges.
- Design principles to shape the big chunks of work required to close the gap between current and ideal state.
- Recommendations for strategic and tactical ways to implement these principles.

IMAGE: Screenshot from Beta site

Coaching the Australian Bureau of Statistics to deliver digital services

The ABS is on a journey to be more customer-centric and deliver innovative services to the people of Australia. We are supporting this multi-year journey by training, mentoring and coaching ABS staff as they tackle a range of projects — including the 2021 Census, a new customer-facing website, and a digital capability program.

Key achievements so far:

- Over 200 staff exposed to new ways of working, from senior executives to graduates
- Staff better understand the people who use ABS data
- Staff know how to use the Australian Government's 'Digital Service Standard'
- Customer perspectives are incorporated into processes and decisions
- Increased the likelihood of delivering relevant, easy to understand, digital-first services.
- www.abs.gov.au

IMAGE: Diverse people and locations for qualitative research

Improving access to government digital services

Queensland Government wanted to understand the effectiveness of its existing digital services and explore opportunities for improvement.

We consolidated existing research and identified gaps. One of the biggest gaps was understanding challenges around access to Government services. We conducted new research to better understand this.

We visited homes, farms, community centres, support groups, health services, and outreach groups in regional areas of Queensland; and interviewed 62 people with different cultural backgrounds and life circumstances.

Hearing these diverse voices allowed us to identify opportunities that would help Queensland Government deliver services to reach and support a broader population.

Improving the online delivery of government services

We have worked alongside the Digital Transformation Agency (DTA) on several projects to improve the online delivery of government services.

We have co-located with DTA teams and followed the Australian Government 'service design and delivery process'.

Our role in DTA's multidisciplinary team was: qualitative research, concept testing, and recommendations to inform content and user experience decisions.

Our work informed the Australian Government website (gov.au) plus whole-of-government guidelines such as the Digital Service Standard and Style Manual.

www.dta.gov.au/help-and-advice/about-digital-service-standard

IMAGE: Project showcase at DTA's Sydney office

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A research-led strategy for ASIC's Moneysmart website

In 2018 ASIC's Financial Capability team started working on a strategy to redesign its MoneySmart website. This website is the agency's main public-facing service to support 'all Australians to be in control of their financial lives'. ASIC needed a foundation of rich insights, new ways of working and evidence-based priorities to inform a reimagined Moneysmart. The team engaged Meld to guide them through their first human-centred approach.

Meld and ASIC worked together to:

- Understand existing knowledge and data
- Co-design a customer research approach
- Conduct 61 citizen interviews to get a deeper understanding of how Australians think about and run their finances, and the role of ASIC's Moneysmart service in that
- Conduct co-creation workshops with around 100 people across three states with internal and external stakeholders and citizens
- Test and refine ways to deliver information and services to Moneysmart users through prototyping and concept testing
- Analyse and synthesize of huge volumes of data into a website strategy.

We delivered detailed journey maps illustrating current and future state customer experience for five key scenarios, including financial decision making and how people deal with disruptive life events. We also articulated consumer mindsets (personas) and design principles.

The new moneysmart.gov.au site went live in February 2020.

IMAGE: Testing paper prototypes of digital experiences with citizens

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Stakeholder engagement to inform Australia Post digital experiences

We worked with the Digital and Data team at Australia Post to analyse and articulate all digital touchpoints of parcel sending and receiving from a customer lens. This included customer touchpoints across all AP websites, operations and support services.

Building on existing research, statistical data and internal knowledge, the journey map created was a critical tool used to engage a broader internal stakeholder group to identify gaps and key opportunities for internal collaboration. Through internal stakeholder workshops we explored the three opportunity areas to generate solutions to improve the customer experience.

We helped our client:

- Consolidate extensive research into a holistic view of the digital customer experience.
- Engage a broader stakeholder group to identify work in play and how it aligned and impacted on the customer experience.
- Prioritise and identify three key opportunity areas to focus on developing the customer experience.

IMAGE: Using journey maps to analyse the customer experience (top channel) against the website touchpoints and flows (bottom) and key data with insights (centre)

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Improving digital access to Australian Museum collections

The Australian Museum has over 21 million objects in its collection. As a public research institution it is important to maintain access to this remarkable collection of scientific, cultural, and archival material.

Since 2015, Meld Studios has worked with the Australian Museum on two projects of far reaching significance with respect to collections access — one to inform their website redevelopment and another to define digitisation priorities of their collections.

IMAGE: Natural history display inside the Australian Museum

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Putting visitor needs at the centre of digital cultural experiences

The Art Gallery of NSW is placing greater emphasis on understanding visitor behaviours and preferences to help inform their strategic initiatives.

Since 2016 Meld Studios has worked closely with the gallery in utilising visitor-centred approaches to the design of audio guides, online ticket purchasing, and their website. Along with informing technical development, the work has provided starting points to understand the wider visitor experience.

Staff have been a fundamental part of all these projects. This is intended to raise capability across the gallery in human-centred methods.

IMAGE: A visitor listening to an audio guide at the Art Gallery of NSW

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Improving staff experience with technology

We helped an iconic Australian organisation with 3000 employees to become better supported from their IT organisation. After receiving consistently low NPS ratings on their level of service, four major IT services were identified that would change the employee experience.

Working to understand the current state experience, we identified opportunities for change then prototyped and tested new service offerings. These concepts included an IT kiosk and a roaming IT service.

These new services led to the first positive staff satisfaction result for IT in three years, going from an average of below -70 to a new NPS score of +44.

IMAGE: Technology as an enabler or a blocker to work

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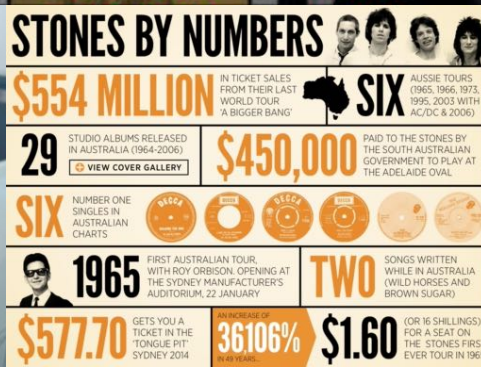
Insights to inform digital decisions at the ABC

We have conducted design research to inform future services in partnership with a number of ABC teams.

We worked with ABC's Innovation Research and Development Team to conduct multiple rounds of design research to inform the pilot of an **ABC Longform App**. The App combined all forms of ABC content into a monthly digest. Working closely with the ABC team, we provided iterative feedback that informed the ongoing pilot.

We also conducted design research with parents, students and internal teams to inform the redesign of **ABC Splash**—a service that provided educational content for students.

Design research images from ABC Longform App

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Change management

We have influenced new ways of working at:

- the Australian Public Service
- ASIC
- Australian Bureau of Statistics
- Queensland Government
- Fortitude Valley Housing Service Centre
- City of Sydney
- Port Authority of NSW.

We've included a few of these case studies below.

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HUMAN-CENTRED DESIGN IN QUEENSLAND GOVERNMENT

Embedding human-centred design capability at scale

Queensland Government is on a journey to deliver better services and outcomes for the people of Queensland. The scope covers all digital and in-person services.

We helped Queensland Government to change the way staff think about collaboration, customers and community engagement. We helped to change behaviours and culture.

How? By co-creating a set of tools to help staff take a human-centred approach to service delivery.

Tools included: training about mindsets and methods, processes for involving complex stakeholder groups from the very beginning of projects, and tactics to overcome common barriers in a government context. To ensure these tools were fit-for-purpose, we tested them on two pilot projects.

This work won best overall at the 2018 Good Design Awards, placing first place out of 536 entries. Detailed case study: bit.ly/qldgovhcdcapability

Image:
www.forgov.qld.gov.au/human-centred-design-resources

GOOD DESIGN AWARD OF THE YEAR

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IMAGE: Snapshot of the policy advice model

Designing and prototyping new ways of working across the APS

The project goal is to improve the ability of the Australian Public Service (APS) to provide high-quality policy advice to government.

Our initial role was to guide the team through a 10-week co-design process to develop a model for great policy advice. Our approach used existing knowledge as a baseline, and engaged over 170 stakeholders in a series of co-design workshops both inside and outside the ACT.

We weren't just creating a model, we were role modelling new ways of working, mindsets and approaches. These are approaches that underpin the success of the new model - testing them with the team enabled us to learn about the challenges and find ways to work through them.

The process and outputs are public: www.policyhub.gov.au

Following the official launch of the prototype to 250 APS stakeholders, we will start testing the model on real-life policy projects—and we'll be iterating as we go.

Detailed case study: bit.ly/deliveringgreatpolicy

Transforming staff culture and service delivery

Frontline staff and public housing clients helped us to design a new housing service centre at Fortitude Valley in Queensland. We shifted and tweaked things together until the space was welcoming, comfortable and safe for everyone. Around 80 people from internal and external stakeholder groups participated in this 8-week process.

This project won Best in Class for Service Design at the 2018 Good Design Awards because Directors reported that staff feel recognised for their expertise, have more empathy for their colleagues and clients, and feel more confident than ever to deliver outstanding service.

"I am absolutely overwhelmed with the feedback that we've been getting. People are feeling good about the environment that they work in." - James O'Brien, Director, Dept of Housing & Public Works.

Queensland Government's video: bit.ly/qldhousingcentre
Detailed case study: bit.ly/servicecentredesign

IMAGE: Concierge service to help clients upon arrival to the centre.

GOOD DESIGN AWARD® GOLD WINNER

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A future way of working at City of Sydney

As the City of Sydney began to shape its 2050 strategy there was an opportunity to help an internal team reimagine the services it provides to help achieve the City's ambitions.

Through a human-centred approach, Meld Studios helped this team to understand the experience and needs of its internal clients and then co-create imaginative ways to reposition its services in relation to both external drivers and internal needs. We involved 133 internal customers and stakeholders in this process.

Our outputs included recommendations for:

- How to position the team's services
- How to deliver these services
- How work processes, team structures, and office environments can support these new ways of working.

The City of Sydney team has been prototyping and evolving these new ways of working since mid 2019.

IMAGE: Visual journey map showing how teams will work together

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Thank you!

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