

Meld Studios: Your co-design & change management partner

October 2021



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

We are one of Australia's oldest and most awarded **service design** firms.

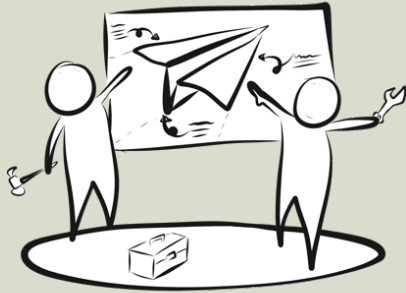
- Our mission is to **improve the everyday lives of people** as they interact with the world around them
- As **designers by heart and by trade**, we believe that an inclusive, collaborative, iterative design approach is the best way to do this
- Most of our work involves bringing **complex stakeholders** together to tackle **complex problems** like policy, infrastructure, climate change, employment and education
- Our award-winning case studies demonstrate the **outcomes** about the outcomes we've helped other organisations to achieve

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.

Service design

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



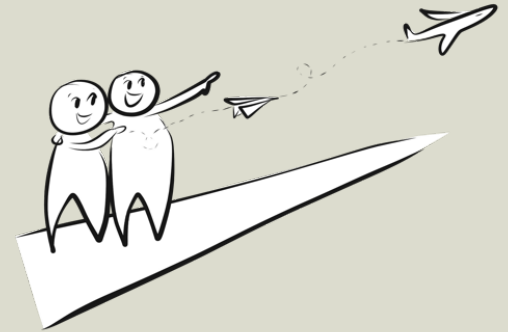
Capability building

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

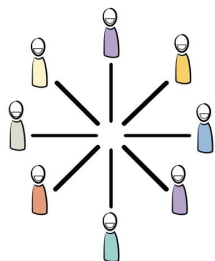


Organisation design

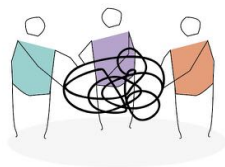
We help you to embed new mindsets and practices across your organisation.



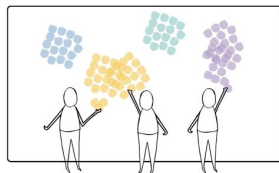
Design *with* to build capability and embed change as we go



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



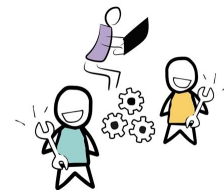
Enable them to collaboratively engage with the topic and define what is important to them and why



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



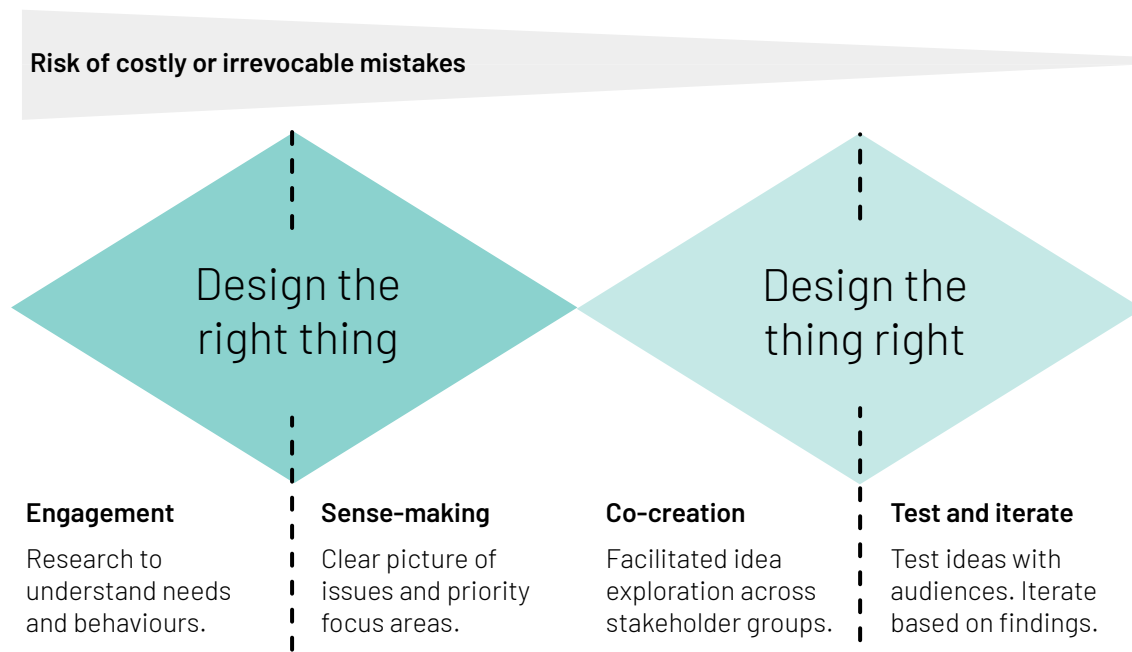
Based on collective priorities stakeholders generate ideas and solutions together



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

The Double Diamond Process

Reduce risk, increase confidence



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.

The role we play in infrastructure and built environment projects

Meld's role and value



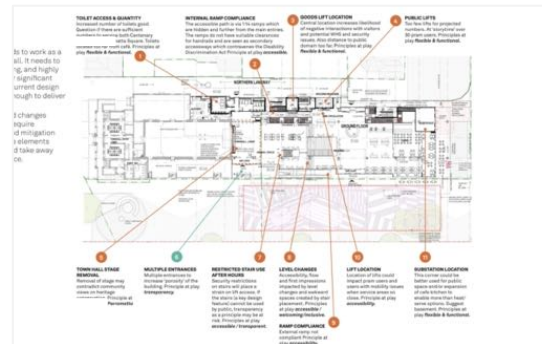
The problem space

Planners, architects, and builders face increasing pressure from governments and citizens to create infrastructure and built environments that consider a diverse range of human needs and are environmentally sustainable. No matter how technically brilliant the design of a place or space is, without considering these factors, it is likely to be a costly failure.



Our role

We partner with planners, architects, builders, government, communities, tenants, visitors and many others to understand what they need from places and spaces. Once everyone's needs are understood, we co-design and test possible solutions that speak to these needs. Finally, we pull together what we've learned in a set of bespoke artefacts that can be used to inform the next stage of your project.



Outcomes we deliver

- Genuine community and stakeholder engagement in the planning, design and construction process
- Evidence-based insights and principles to inform design decisions
- Reduced risk of costly mistakes.

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

- Customer Centred Design (CCD) partner
- Understanding customer needs to inform design decisions
- Stakeholder engagement
- A co-design process
- Change management

Our award-winning experience

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



[Understanding visitor experience to inform ACMI's architectural and digital transformation](#)



[Co-designing how to communicate the risks of illegally dumped asbestos](#)

2020



[Industry-wide collaboration to help volume builders sell more energy-efficient homes](#)



[Co-creating ASIC's Financial Wellbeing Network](#)



[Co-creating a framework for Delivering Great Policy across the Australian Public Service](#)



[Co-creating Port Authority of NSW's Sustainability Plan](#)

2019



[Customer-led Integrated Transport Plan for Sydney's North West](#)

2018



[Growing human-centred design capability across Queensland Government](#)



[Growing human-centred design capability across Queensland Government](#)



[Co-designing the Fortitude Valley Housing Service Centre](#)

2015



[Co-creating a Future State Service Model for State Library Victoria](#)

Our work has informed the design of:

- Rail and bus experiences; including physical train and bus designs, stations, and stops
- New precincts; commercial, residential, civic, train stations
- Cultural institutions
- Customer service centres
- Community centres
- Work places, and future ways of working (inc. post-Covid)
- Sustainable building and landfill practises

5 years. Over 20 transport projects involving over 1000 people.

NSW Trains
TrainLink Customer Experience Model
80 stakeholders

Transport for NSW
City & South West Station Concept Testing
138 customers

Transport for Victoria
High Capacity Metro Train Testing
80 customers

Sydney Metro & TfNSW
North West Integrated Transport Plan
61 customers
60+ stakeholders

Public Transport Victoria
Flinders St Digital Displays Testing
30 customers

Transport for Victoria
Transport User Mindsets
57 customers &
34 stakeholders

Department of Transport
Central Melbourne Bus Stop Research
21 customers

Sydney Metro & TfNSW
Train Replacement Customer Needs Assessment
10+ stakeholders

Retail Asset MGT Company
Review of bus services
67 customers

Transport for NSW
Point to Point Customer Research
15 stakeholders

Sydney Metro
North West Metro Precinct Research
60 customers
540 quantitative responses

Public Transport VIC
Bus Stop Information Display Testing
35 customers

Various
Station User Experience Assessments
130 customers
15 stakeholders

Joint Venture
Central Station Redevelopment Bid
47 customers
120+ stakeholders

Joint Venture
Bankstown Station Redevelopment Bid
10 stakeholders

VicRoads
Future Service Centres
58 customers
22+ stakeholders





CASE STUDY – SERVICE DESIGN

Redefining what community engagement looks like

We helped Sydney Metro and TfNSW to involve over 800 customers and 100 stakeholders in the design of transport services and experiences for the new Sydney Metro rail line—redefining what community engagement looks like for a government department and pioneering a human-centred approach to transport planning.

Our work uncovered the personal stories of customers, exploring how public transport connects them to the people and places of significance in their lives. This meant hundreds of hours mapping out individual journeys in one-on-one research sessions, shadowing customers out in the field, and bringing customers and stakeholders together in co-design workshops. Qualitative insights generated during this work were further validated and augmented through quantitative surveys.

Our outputs—which included design principles, journey maps, and videos—have helped to inform the design of 18 metro stations, five precincts, and the development of an integrated transport plan for Sydney’s North West region.



IMAGE: Research to understand travel patterns and mindsets



INFRASTRUCTURE

Integrated Services Plan for Sydney's North West

Sydney Metro Northwest is the first stage of Australia's most advanced railway. It has brought a turn-up-and-go, driverless metro rail system to one of Sydney's major growth areas, which also has the highest car ownership levels per household in Australia. Despite its benefits, the new metro line alone would not guarantee the behaviour change needed from citizens: putting down their car keys and using public transport.

In response, an Integrated Services Plan (ISP) was co-created with customers and transport stakeholders to orchestrate how all modes of transport and mobility will come together as a service ecosystem to support the change in behaviour.

The 2019 Good Design Awards Jury praised this work as an:

"Excellent example of a consultation process that includes the customer and placed them at the centre of the process. The designers have clearly made every effort to really understand their needs and desires. This is a great example of user-centred design in a large scale and highly complex project and a showcase for what good design can do to help improve our quality of life."

Detailed case study: www.meldstudios.com.au/case-study/transport-as-a-service-in-sydneys-north-west

IMAGE: Concept testing future transport experiences in-situ





SERVICE VISION

Securing \$81m in funding

In a digital age that is challenging many organisations, State Library Victoria (SLV) was looking for ways to innovate. We helped SLV to define their future state vision.

We looked at how the building was used, technology aids, the staff rostering system, and staff capabilities. We designed and tested a range of ideas within the library and online through the website, chat and email. We used research sessions and workshops to involve 360 people in this process, including 170 staff.

"Meld's work helped inform the thinking behind our Vision 2020 development plan. We went on to secure \$81m in funding to bring this vision to life." - Justine Hyde, Director at SLV

"A brilliant case study on the positive impact of a design-led approach in an area that is undergoing significant transformation and disruption". - Good Design Awards 2015

Detailed case study: bit.ly/slv servicemodel

Media release Nov 2019: bit.ly/SLVredesigntriumph

IMAGE: Testing a new service model in situ





VISITOR JOURNEY MAPPING

Informing ACMI's architectural and digital transformation

In 2015, Meld Studios helped the Australian Centre for the Moving Image (ACMI) to better understand behaviours, systems and processes surrounding the delivery of services to visitors.

Our work enabled ACMI to develop and execute a vision for service delivery encompassing gallery spaces and enhancing the interactions between visitors, staff, and ACMI.

The qualitative research we did with visitors, frontline staff and stakeholders — and the super practical journey map we created as an output — helped ACMI to secure \$36.6m in funding from the Victoria State Government. It also underpinned subsequent masterplanning, design and architectural work.

The journey map lives on as a North Star for ACMI, and has inspired other museums around the world to follow a more visitor-centred approach.

See this [post from Seb Chan](#), ACMI's Chief Experience Officer, for a detailed description of our work.

IMAGE CREDIT: ACMI. Shannon McGrath.



DESIGN BRIEF

Design guidelines for network of government service centres

We worked with a Victorian Government service provider to understand customer and staff behaviours, preferences and expectations when it comes to Service Centres; and to articulate a set of evidence-based insights to inform upcoming decisions.

The research included observation at a range of service centres; interviews with staff and customers; followed by prototyping and testing sessions with staff and customers.

Our deliverables included guidelines for the design of future service centres in the form of planograms, and prioritised requirements. The designs were based on the constraints of today's operating environment, but considered the future implications of increasing digitisation and changing customer preferences about accessing services.



DESIGN BRIEF

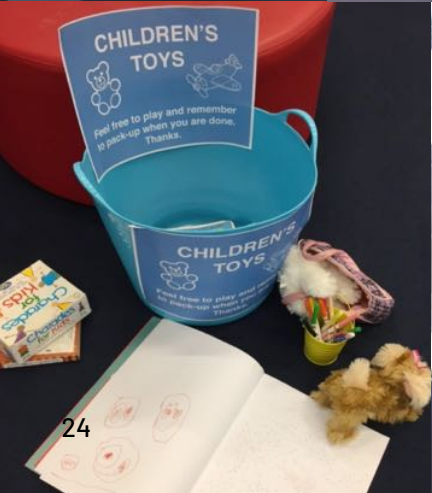
Behavioural insights to inform the redesign of a sports venue

We helped VenuesWest (who manage a number of sporting venues in WA) to understand customer needs, pain points, and expectations when visiting HBF Stadium.

We provided behavioural insights to inform the redesign of welcome areas and reception services.

Our process involved:

- Observational research and in-depth interviews with a range of customer types and front-line colleagues
- Stakeholder workshops to develop a series of concepts
- Concept testing with over 400 customers through an online survey
- The articulation of customer experience principles plus recommendations to inform architectural and service decisions.



REDUCING RISK

Physical prototyping with service centre staff and clients

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 report 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 at Dept of Housing and Public Works

IMAGE: In-situ experience prototyping





REDUCING RISK

Physical prototyping at scale

Transport for Victoria (TfV) wanted to understand how the design of its new High Capacity Metro Trains would work in practice for passengers.

We coordinated 87 passengers, several researchers and TfV staff to test a full size, high fidelity mockup of a train—all in one day! To understand different passenger scenarios, and to make accessibility recommendations, we included people in wheelchairs and people with vision and hearing impairments.

We spent four hours filming passengers and collecting quantitative data as they boarded, alighted and travelled on the (stationary) train. After making sense of data from all of these sources, we reported specific recommendations for the train design and broader implications for the transport network.



OCCUPANCY

A new workplace and ways of working for university staff

We facilitated a collaborative process with over 100 university staff to provide recommendations for the design of their new space and ways of working. Due to COVID-19 restrictions, we conducted all activities using digital collaboration tools. This included in-depth interviews, workshops, a survey and regular team check ins.

Staff generated 10 concepts to reflect:

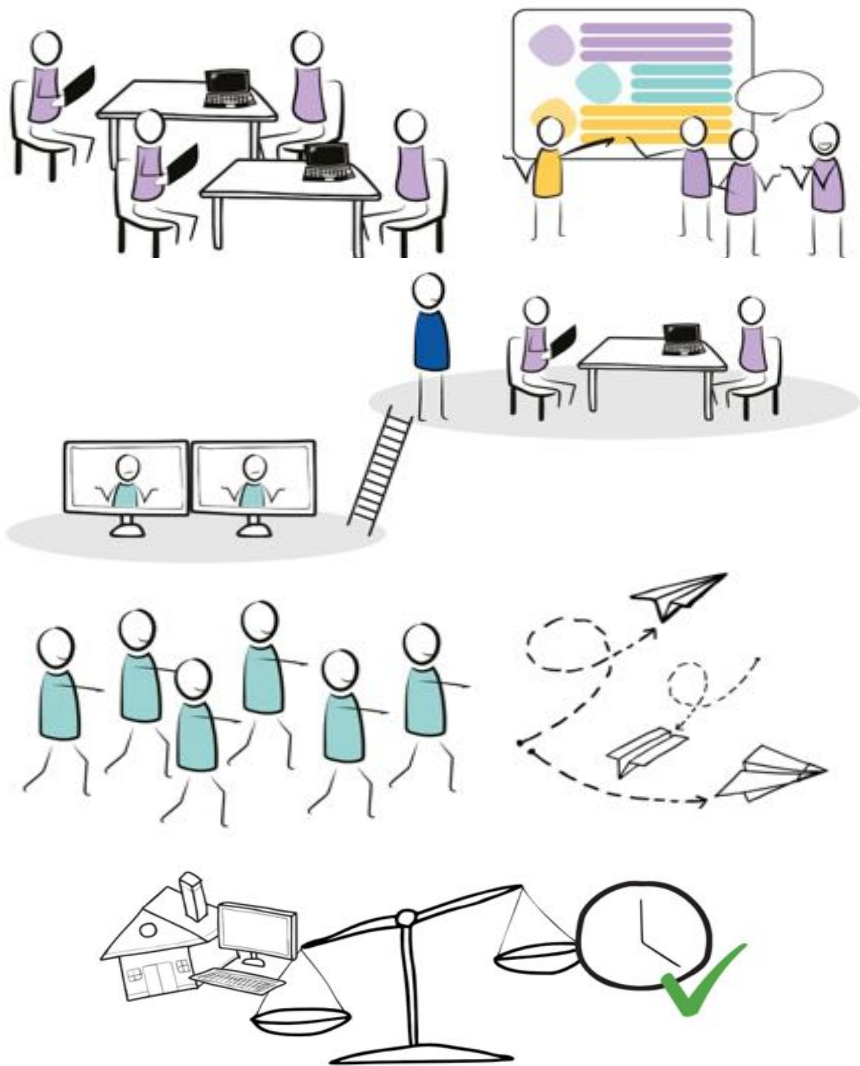
- Spaces that support different modes of working, communication, connection and community
- Knowledge sharing in distributed ways of working
- Expectations, rituals and etiquette.

This work informs decisions about:

- Architectural and interior design
- Culture and leadership
- Tools and technology.

Next steps include:

- Elaborate concepts and test new ways of working
- Test detailed architectural and interior designs
- Post occupancy evaluation.



OCCUPANCY

Exploring the future of work in a post-COVID world

COVID-19 has changed where and how we work, with flexible working now the accepted norm rather than the exception. It's pretty clear the hybrid model is here to stay.

In 2020 at the height of the pandemic, we worked with the Australian division of an European company to explore how things had changed for their employees and what that meant for the future of work.

Over the course of eight weeks, we engaged with a diverse range of employees from every business unit to understand their experience of remote working, and to explore options for the future.

Our recommendations included ways to help employees adjust to new ways of working; maintaining a strong culture in a hybrid WFH / WFO world; and adapting the office space to changing needs.



SUSTAINABILITY

Building towards a more sustainable and energy-efficient future

Meld Studios was engaged by the Climate Change & Sustainability Division of the NSW Department of Planning, Industry and Environment to create a set of tools and services to help builders sell more energy efficient homes: thereby reducing the impact of greenhouse emissions from new homes.

We began by designing a one-week sprint to rapidly prototype and test sales conversations and marketing materials focusing on energy efficiency and its benefits to homebuyers. We ran this sprint three times with homebuyers associated with three separate builders (Mirvac, Frasers and Thrive). The result was three sets of bespoke sales conversations and marketing materials designed specifically for each of the builders involved.

We combined the learnings from across our three sprints to prototype *generic* tools and services to support *any* builder looking to increase the sales of their energy efficient homes. These generic/industry-wide tools and services were tested with three new builders and our prototypes were refined based on their feedback, prior to us sharing them at an open forum with a number of other builders. The prototypes from this project are currently being developed, and are expected to be piloted, evaluated and refined over the next six months.

More detail: bit.ly/energyefficientbuilding

IMAGE: Photo by Ricardo Gomez Angel on Unsplash





WAYFINDING

Improving wayfinding at Melbourne's busiest train station

Public Transport Victoria was looking for ways to help passengers navigate their way through Flinders Street Station. Our focus was digital information displays.

It was not possible to test in situ so we simulated the experience in a warehouse, using signage and background sounds to set the mood.

We involved 30 people with a range of demographics, backgrounds, accessible needs, experiences and knowledge of the train network. Ten participants had accessible needs.

Five test sessions resulted in the final displays now live at Flinders Street Station, and guidelines for rolling out digital information across the rail network.

This project was a Finalist in the Digital category of Australia's 2019 Clear Communication Awards.

Detailed case study: bit.ly/flinderswayfinding

IMAGE: Flinders Street Station in Melbourne



ACCESSIBILITY

Making Victorian train stations more accessible

We conducted assessments at four Victorian train stations to understand user needs and points of contention.

Our approach included:

- Station 'walkthroughs' and in-depth interviews with people with accessible needs to understand how they experience the stations.
- Observational research and intercept interviews with people passing through the stations.
- Interviews with local businesses and heritage consultants.

This work helped our clients to:

- Better understand the impact current and proposed designs have on people's lives.
- Balance heritage and accessibility requirements.



CASE STUDY - SERVICE DESIGN

Customer-centred design to deliver seamless transport experiences

We helped Sydney Metro to understand customer needs across Sydney's new world-scale metro system. We engaged with over 800 customers and 100 stakeholders across several phases of work, and explored how Sydney Metro might deliver connected, seamless and safe door to door transport experiences.

Through our work Sydney Metro staff gained practical experience of customer behaviours, habits, and needs; providing insights which had immediate impact on future stations. We articulated design principles to inform decisions across the entire end to end customer journey.

Our work has helped to inform the design of 18 metro stations, five precincts, and the development of an integrated transport plan for Sydney's North West region.



CASE STUDY – SERVICE DESIGN

Physical prototyping to reimagine visitor information services

With the rise of technology and increasingly sophisticated travellers arriving in Sydney, visitor expectations and behaviours for seeking information are rapidly evolving. Meld was engaged by the City of Sydney to reimagine how visitor information services could better meet visitor needs, both now and into the future.

We engaged 141 people in a 7-week research program. We used a variety of engagement methods, such as street intercepts with 93 visitors, 18 one-on-one interviews, live-size prototyping and testing, and maturity assessments. We also conducted five workshops with frontline staff and stakeholders.

This work resulted in:

- A macro view of the partnership ecosystem, with each partner's role and how they can influence visitor information experiences.
- A high-level 12-month roadmap of actions for the City to take.
- A set of strategic recommendations for the City to action today towards the future information service models.
- Six final prioritised initiatives with instructions on how to pilot them, and measure desirability and viability.

More detail: bit.ly/sydneyvisitorinformation

IMAGE: Live prototype testing at Circular Quay

Thank you!

Alison Sharp, Managing Director

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