


# **JESSICA MONAGHAN & PENELOPE CHAPPLE**

**NATIONAL TRUST**

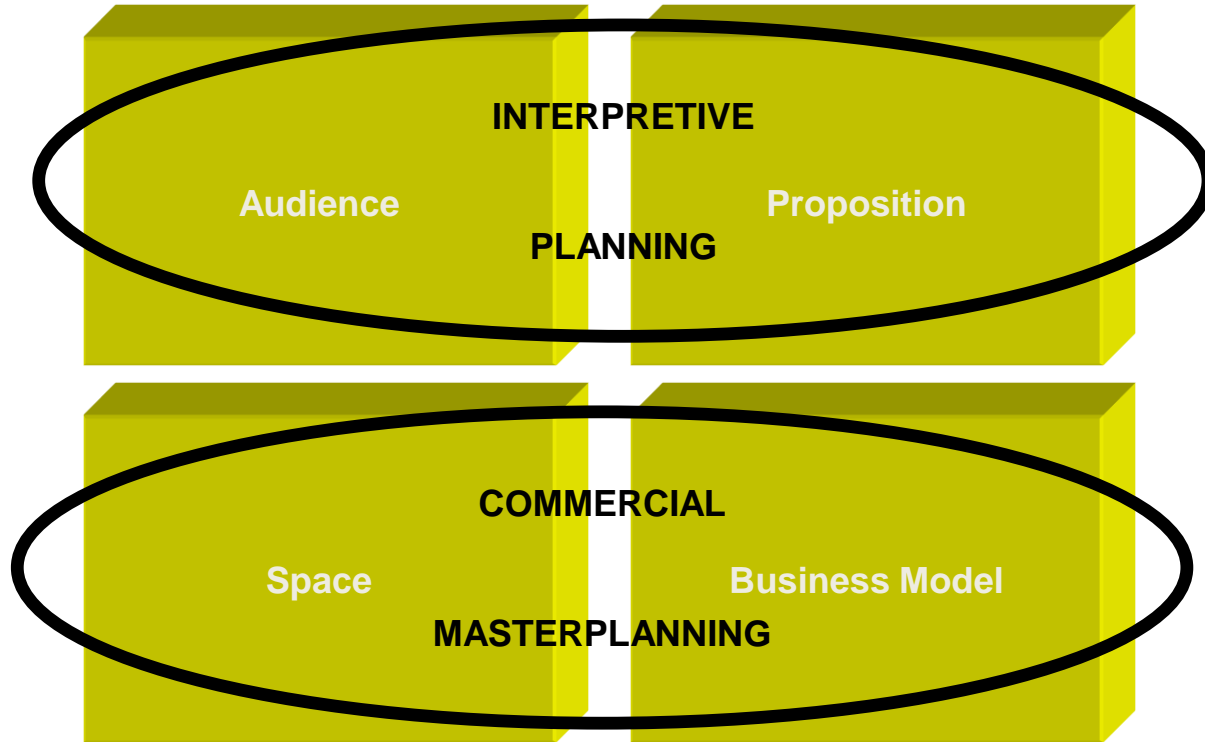


# Using evidence to align teams around the visitor

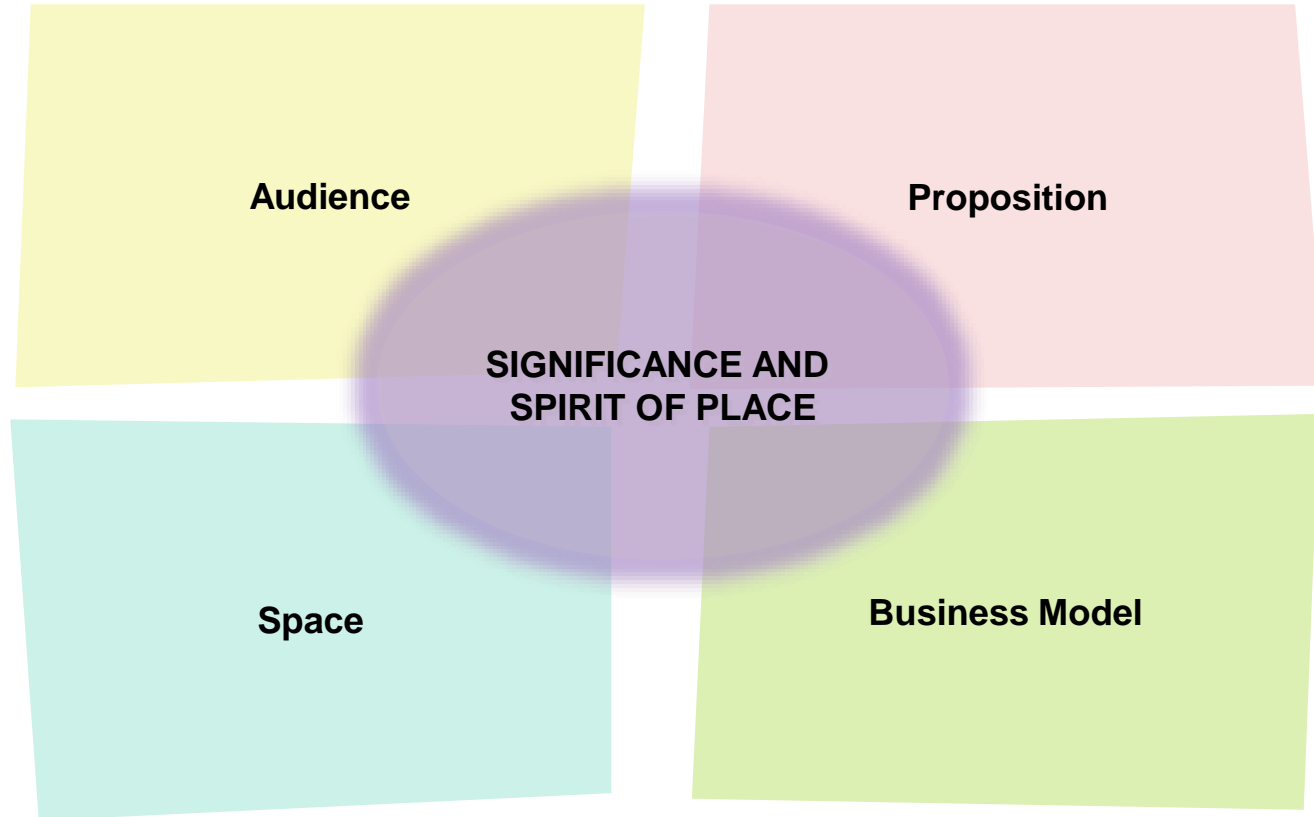
*Jess Monaghan, Head of Experiences & Programming*



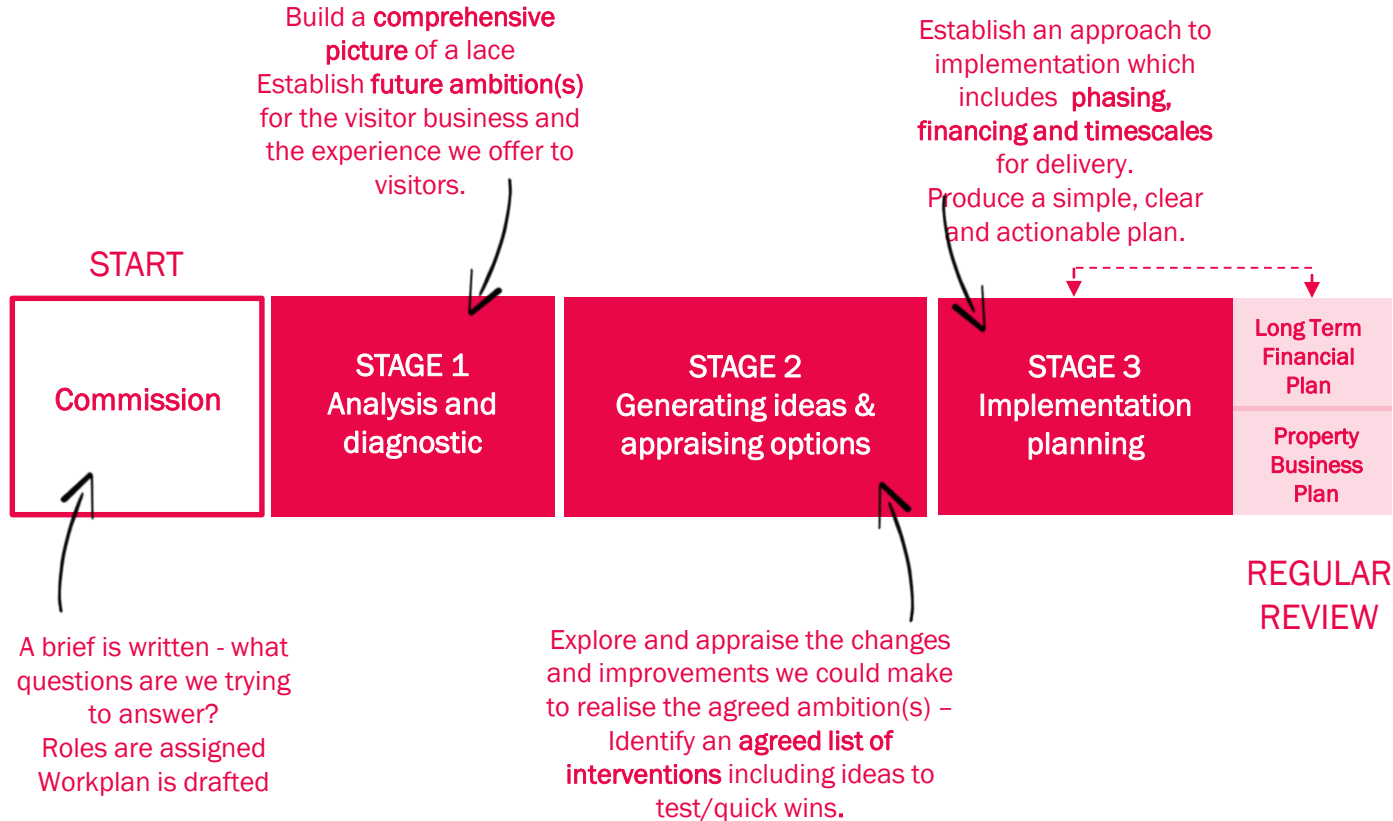
# The Genesis of Experience Design



# Experience Design: holistic masterplanning



# The Experience Design Framework



# The Experience Design Framework

Experience Design is now regarded *the* strategic, long term and holistic approach to developing the visitor business/experience at our properties within the context of what makes the place special. More specifically Experience Design is a **collaborative** process which:

- Defines our ambition for the visitor business and the experience we offer within the context of what is special about a place
- Identifies where we need to invest and what changes we need to make
- Sets out how we plan to implement these changes

# What ED is

An holistic, strategic approach to direction-setting for VB/ VE

Strategy/ concept & early feasibility

A consistent approach, and way of thinking/ working

Something which will define what investments to make, and a plan for making them

Audience-led: something which aligns everyone around audience outcomes while respecting conservation impacts

Something which works with our financial/ operating models

# What ED

The integrated plan of everything

Design or detailed design

A process that can be applied everywhere the same way

A detailed business case, or an 'infrastructure project' tool

Asset led: it doesn't duplicate our conservation planning tools: we already have them

A tool to make funding asks of centre – it will define your own business case



# A case study: Quarry Bank

## The benefits of thinking holistically at Visitor Attraction level



### Key elements:

- Developed a new/clear proposition: complete early industrial community on the edge of the world's first industrial city
- Set clear growth strategy – from 125k to 300k visitors by driving repeat visits and attracting new urban audiences and growing member value.
- Rethinking of flow model to remove pinch points, disperse and change how the landscape was read and understood in line with proposition.
- Creation/development of repeatable components: upper garden, glasshouses, woods, mill owners house & re-interpretation of the mill.
- Infrastructure changes– new car park, welcome, retail, F&B and toilets
- Extension of pay barrier, move to single ticket and change the name.

### Progress/impact

£9.4 million project now completed (nearly £6 million came from external grants and fundraising)

The way people visit, move around and understand the landscape has completely changed. They are visiting a complete early industrial community – not just a mill.

Last year the property welcomed 262k visitors (mill closed until July).

# A case study: Longshaw and the Peak District

## Applying the principles to the outdoors



- A very popular outdoor property, without clear plans for visitor attraction management or development
- Agreed a proposition 'A gateway to the Peak District'
- Clearly identified main hub and main hot spot for activities/ commercial development based on visitor flow; and 2 other secondary gateway hubs
- Motivation grouping of audiences in local language ('hot spot focused', 'exploring safely', 'daily outdoors', 'travelling through landscapes')
- Identified capacity needs and location for car park extension, catering extension, retail, and mobile catering
- Identified three phased stages of development/ investment
- *NB – this wasn't a place managing intense or unsustainable tourism*

### Progress/impact

2016: Doubling of car park spaces to 198

2017: Easy to access circular walk created as part of the core experience

2018: Relocation of ranger base away from main visitor hub ; Welcome building allowing 364 welcome

2019: Café development in progress 2020/21

Development of wider landscape underway

# A case study: The Lake District

## Applying the principles at landscape scale



### Key elements:

- Created a strategic framework to design the visitor experience, inform investments and plan long-term across the Lake District portfolio.
- The aim was to create a seamless visitor experience regardless of management unit boundaries, to grow revenue, and to grow awareness of and support for our work and conservation
- Motivation grouping of audiences in local language ('lakeside amblers', 'the fells crowd', 'foothills explorers') aligning teams around their need
- Unified teams around tone of voice and audience priorities
- Identified key sites for development and areas of investment: including accommodation, F&B, short walks & ranger guides, ranger development
- De-prioritised other areas like events, niche outdoor activities, less emphasis on retail everywhere (though still important in places)

### Progress/ impact:

Collaborative working for General Managers, Marketing and Visitor Experience – to create consistency in offer, joint promotion and pooling resources across the Lakes (at portfolio not property level)

A clear, strategic approach to developing the visitor offer allowing focused support at key sites

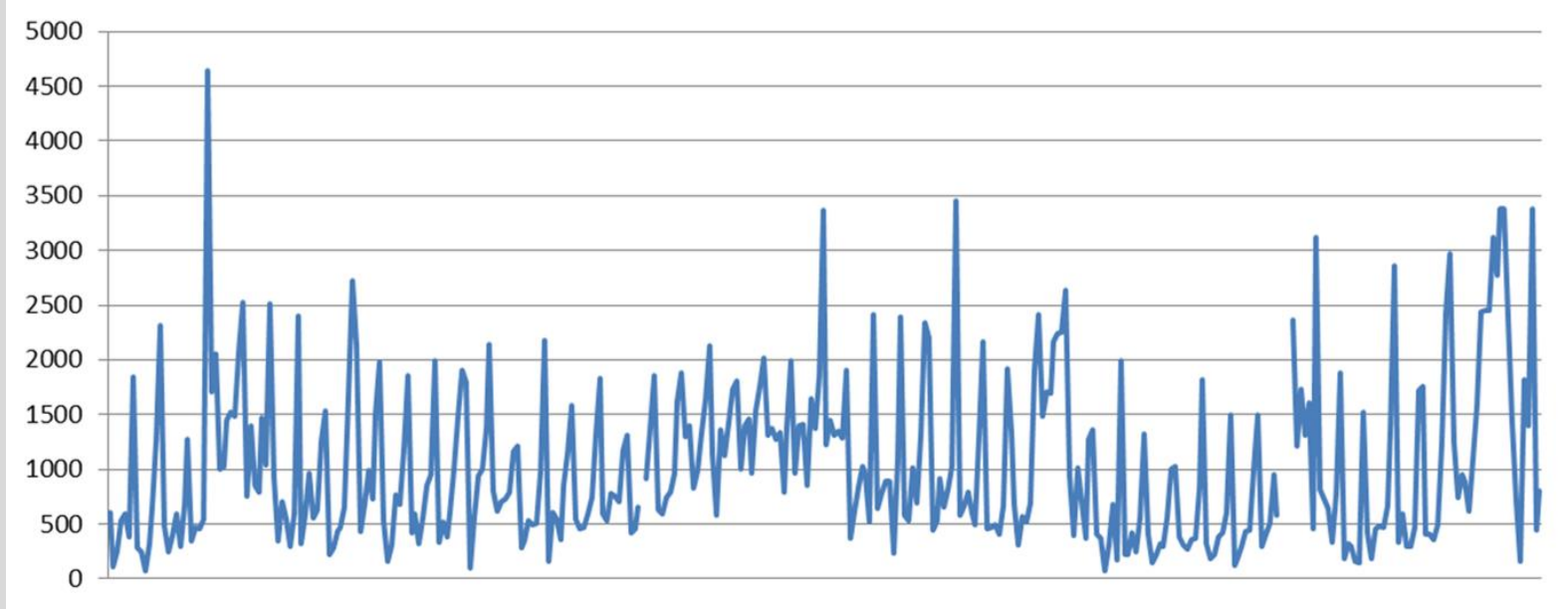
Faith in this approach: now refreshing the plans in light of whats been delivered to shape the next phase



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# Planning across time...

Capacity utilisation offers lots of opportunity...

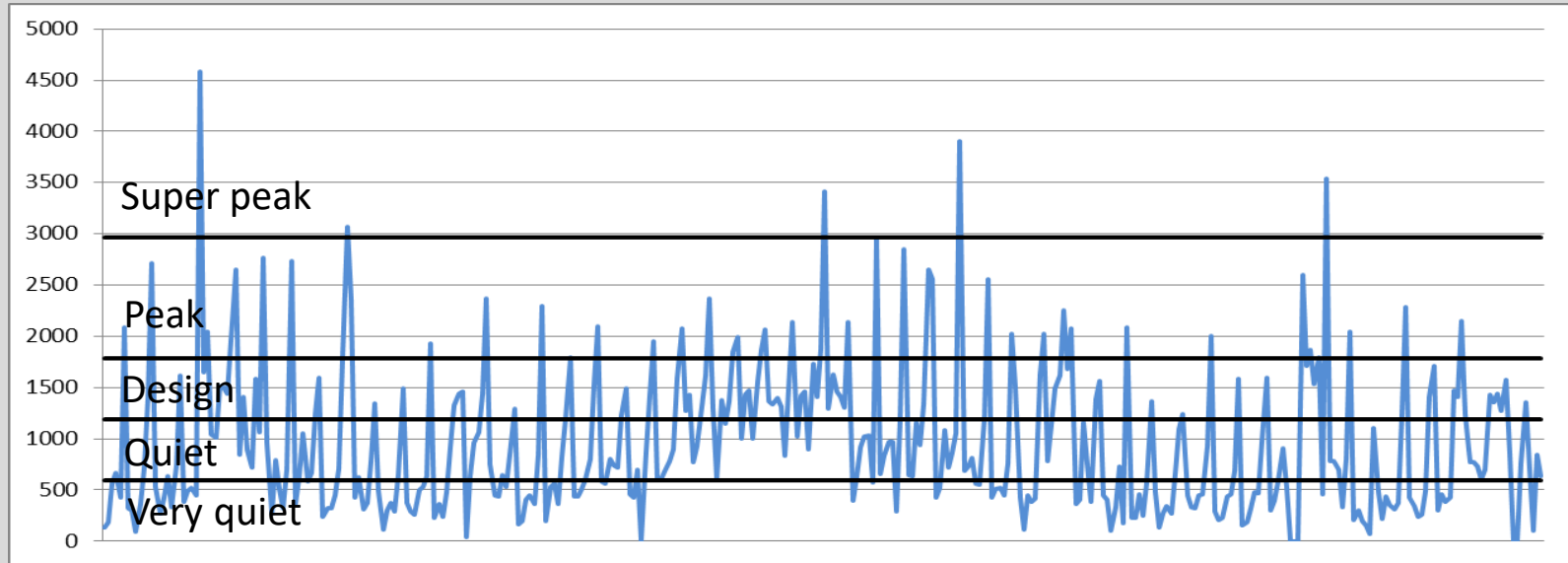




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# Planning across time...

Capacity utilisation offers lots of opportunity...





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# Banded days framework

27% of annual visits

56% of days

Quiet

Slack

Driving efficiency  
& opportunity to grow

Drive volume up to design day levels  
(eg through mid-week, shoulder  
season programming.)

40% of annual visits

31% of days

Design

Maximising quality &  
engagement

Core operation, infrastructure,  
offer designed to manage these  
days  
Identify critical in-day decision  
points

33% of annual visits

13% of days

Busy

Peak

Maintaining service &  
managing impact

Clearly defined super peak  
operating mode (arrivals,  
overflow, closing policy, in-  
day programming to spread  
load, ticketing)

# So how might experience design help you?

A few questions to get started...

- How much do you really know about your core audience? How can you describe their different needs?
- Is your *whole team* aligning taking an audience-led (rather than asset-led) approach?
- What are the hubs and components you can potentially develop – to appeal to more people, and spread people across your sites?
- What data do you have to model your capacity and infrastructure requirements – operationally, as well as capital investment? How can type of day, and length of day help you?
- How can you plan holistically right from the start – so the whole team can get behind your plans?



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Nature connection –  
from evidence to action



# The five pathways for nature connection



Engaging with nature through the **senses** – *hearing the wind in the leaves, smelling a flower, feeling the bark on a tree*



Noticing the **beauty** in nature – *watching the sunset or admiring the detail of a flower*



We **feel** before we think...creating an emotional bond with nature – *how does being in nature make you feel?*



Natural **symbolism** & signs of nature – *the annual deer rut, first swallow of summer, your favorite place in nature*



Developing a moral & ethical **concern for nature** – *product choices, animal welfare, what can you do for nature?*

# Moving from knowledge to **connection**...



✘ **Observation,  
understanding and  
knowledge**  
*Learning names of species*

✘ **Controlling nature or  
physical skills in  
nature**  
*Mountain biking with  
sole aim of achieving a  
personal best*

“The most effective method of changing behaviours towards nature is through nature connection, not nature knowledge.”

- Miles Richardson



*Climb a tree*

## Get to know a tree

**touch** the bark, **smell** the pine needles, **listen** to the wind through the leaves

**Lie** under a tree and look up through the branches. What can you **see**?

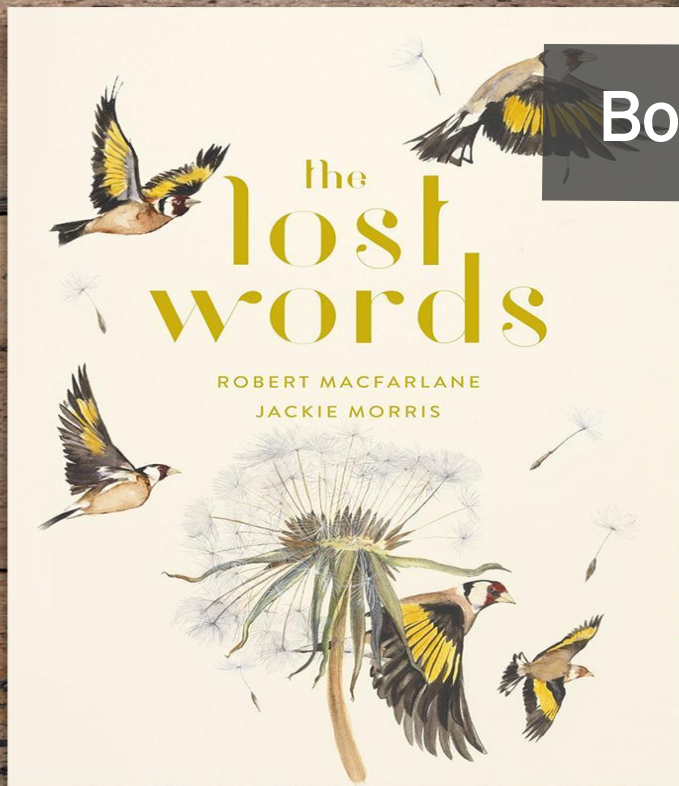
When you climbed the tree, how did you **feel**? Was it exciting ... or a bit scary?

What is your **favourite local tree**?

What animals live in this tree?  
Could you **plant** a tree somewhere?



# Bodnant Garden





Foxbury



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