

02.1 WORKING BACKWARDS

QUESTIONS

Who is the customer?

The facility managers at the Museum of London (Docklands).

Tasks of MoL Facility Managers:

- Know the state of the facility (conditions, health, urgent issues).
- Maintain facility and equipment (within the range of his duties).
- Coordinate specialists for out-of-range tasks.
- Receive troubleshooting (first point of contact).
- Secure long-term health of building.
- Secure safety of exhibits and loans.

Influenced by:

- Museum visitors and opening times.
- Museum management and direct reports.
- The equipment available, the facility itself.
- Co-workers (especially associated professions) and external contractors.

Overall goal:

Maintain safety (visitors, exhibits) and functionality of museum operations.

Pain points:

- Unconvenient ways to access information about the facility: Complex computer systems, long chains of communication across different roles and third-party providers.
- Dependence on others (information-wise, e.g. external contractors, engineers & BMS).
- Overall status of conditions is not integrated in existing work routines (task schedules etc).
- Feeling of missing out on something due to lack of the big picture regarding the interplay of conditions (therefore, interplay of causes and effects → humidity / temperature / energy etc).

Feelings:

- Responsibility and duty regarding the overall health of the museum.
- Responsibility regarding the exhibits displayed (especially loans in the "critical areas").
- Urge to keep things running (facility operations).
- Comfort when feeling the sense of having overview / being in the loop.

What is the problem you are trying to solve?

Problem: Unpracticable access to crucial data about facility conditions.

We are trying to improve the facility managers' access to information about the building in a convenient way that makes it possible understanding the overall status while on-the-run. We are aiming to solve it via status reports in audio form. Focus is on equipping the facility managers with precise information where and what issues and developments are happening regarding conditions such as humidity, energy levels, temperature & Co.

What is the most important customer benefit?

- Understanding how conditions are changing or behaving that might not be apparent by eye.
- Having regular, quick, and easy access to the overall picture without the painstaking burden of collecting, requesting and putting it together.
- Being able to access the data while on-floor without significant interruption of his ongoing tasks (audio reports as an alternative to classic reports; Audio enables the facility managers to listen to the report while accomplishing other tasks).

How do you know what customers need or want?

- A set of interviews with all facility managers of the Museum of London.
- Regular exchange with them during the work backlog and the Scrum phase.
- Openess to new ideas and change proposals from the customer perspective, as well as from the team perspective.

What does the customer experience look like?

- We are imagining an app that is installed on the work phones of facility managers.
- It might be accessed via web by others too (e.g. for better communication between engineers and facility managers).
- Key element is a home screen displaying all condition categories (humidity, temperature etc). This home screen can be filtered in a way to display only information that is relevant to the person in use, or, displaying crucial areas of interest such as the exhibition area for loans.
- By clicking on these categories an audio report is played out loud giving general information, or in the case of an alert, stating where there is an urgent issue or significant development that might need a further check.
- The key principles of the user experience are the usability and the focus on quick overviews.

