**Insight 1**: Groups with tour guides move with more speed/purpose. When there is a single knowledgeable person making executive decisions on where to go and what to do next there is less time spent in “tourist limbo” i.e. milling around trying to create consensus on what to do next. There is also less conflict amongst members of the group. A knowledgeable tour guide also prevents confusion and mistakes. This was seen in groups 2, 3 and 4. It was also noticeable that larger groups tended to have a tour guide and thus the fact that these groups moved faster rather than slower (which you would expect of a larger group) is clear evidence that the tour guide made a big difference.

**Insight 2**: Groups without tour guides moved more slowly. These groups were mainly smaller, with less people to accommodate. Nevertheless they moved more slowly as at each point they had to reach consensus on what to do next. This led to them spending a lot of time milling about, doing nothing. They also mistook certain buildings for others. Interestingly most of the groups without a tour guide were local rather than foreign. The groups 1, 5 and 6 were examples of this. Group 1 mistook the Law Library for Widener. Group 5 spent a lot of time debating where to go and after eventually agreeing on the Fogg Museum they learnt that it had closed 5 minutes before and thus they were back at square 1. Group 6 also spent a lot of time trying to decide what to do next and spent very little time actually looking at their environment.

**Insight 3**: Touring Harvard is not kid-friendly. Children need additional “fun facts” or stimulation. They lose focus when they are not stimulated and then focus on their own problems/discomfort i.e. cold, boredom, tired legs etc. This creates a snowball effect as this distracts them further from the tour. They are interested in different things to adults i.e. not architecture/smart students. The adults in group 6 said that an app would be helpful for entertaining their 12-yo kids. The moms wanted the kids to practice English by speaking to us but they were not interested/too shy. They were very cold and tired. They sat down in the Science Center and essentially refused to continue with the tour. The moms spent most of their time cajoling the kids and did not get much out of the tour.

**Insight 4**: Technology is important for people touring Harvard. A lot of the tourists had access to smartphones and used them for translation services, googling information about closing times and finding maps of Harvard. The kids were often on their phones and found them more interesting than the tour. For tourists without connection to the internet there is very little offline assistance. The tour guide in Group 4 used his phone as a hot spot so that the group could access WeChat. That group also googled a map. Group 5 googled the closing time of the Fogg Museum and Group 6 used google translate to interact with us and ask us questions.

**Insight 5**: Tourists tend to start at the John Harvard Statue. We observed groups 1, 2, and 5 starting at the statue. Group 1 and group 5 started at the statue because it was close to the T. Group 1 knew about the culture around it so they didn’t touch the foot. Group 2 did not know about the culture so they did touch the foot. They said that “a picture is a must” because the statue is iconic and recognizable to their friends and family back home. Photos with the statue are valuable because others will know that they have been to Harvard.

**Insight 6**: The most common way of travelling to Harvard was by subway. The interpretation may be because it is the easiest way to reach Harvard for tourists who aren’t familiar with driving in the city. Parking may also be a problem near Harvard Square.

**Insight 7**: Students visited during their break while Harvard is still in school. Groups 1, 3, 4, and 6 had students who were on break from school. This was an ideal time for them to visit since Harvard students were back on campus already so they had time to visit while Harvard was still in session.

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Extra Insights:

**Insight 8**: Tourists want to take advantage of the photo opportunities. Group 3 used both iPhones and large cameras to take photos of individuals and the entire group. To take a group photo, they needed to ask passerbys for a favor. For Group 1 and Group 5, they took turns for individual photos at Widener library. The purpose of the photos were mainly to show off that they visited as they took photos with recognizable architecture like Widener Library and John Harvard Statue.

**Insight 9**: Many Harvard tourists have international backgrounds. Groups 2, 3, 4, 5 and 6 had international backgrounds. They had varying levels of English background and some had a language barrier. Most with a language barrier had a tour guide who was giving the tour in their mother language. Harvard has a great reputation overseas and visitors are curious even if they are not preparing to apply.

**Insight 10**: Tourists were intrigued by architecture and environment. Groups were interested in Widener, dining hall for freshmen, Cabot, Memorial Church, and the Statue. Group 1 was especially interested in the dining hall because they heard Hogwarts’ dining hall was based on it. Group 2 thought it was strange that there was a church on campus and wondered if Harvard was affiliated with a religion. This was because they were Korean and their campuses do not usually have churches on campus. They also thought the chalkboards in lecture halls were old-fashioned.