



Cleveland Museum of Art
Understanding Visitor Experience
12.9.13

Design as Entrepreneurship:
Connections and Innovative Practices
DES 356X.00

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Professor:
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Moving Forward



“For the benefit of all the people forever.”

-The mission of CMA, est. 1913







“A living room of the city.”

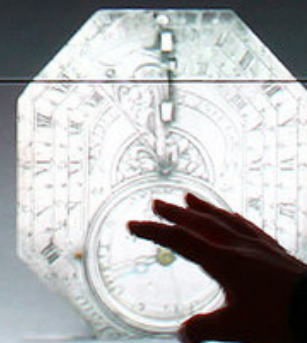
-David Franklin, on the Ames Family Atrium



Decorative Arts

See Also
SILVER • YEAR: 1700

VISITOR CREATED TOUR:
RANDOM TOUR



76

Sundial Compass (1700s)
France, 18th century
ON VIEW IN GALLERY ONE





“It goes back to putting the visitor front and center.”

- Caroline Goeser, on ArtLens and Gallery One



Purpose: Understanding visitor [experience as a whole](#)

Understand the past, present, and future of CMA as it relates to experience, interaction, and emotion through the ***perspective of the visitor and the museum.***

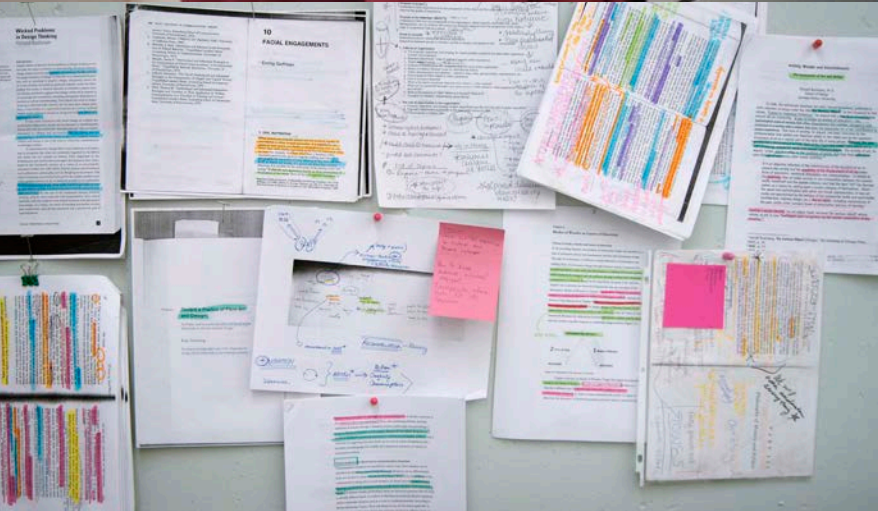
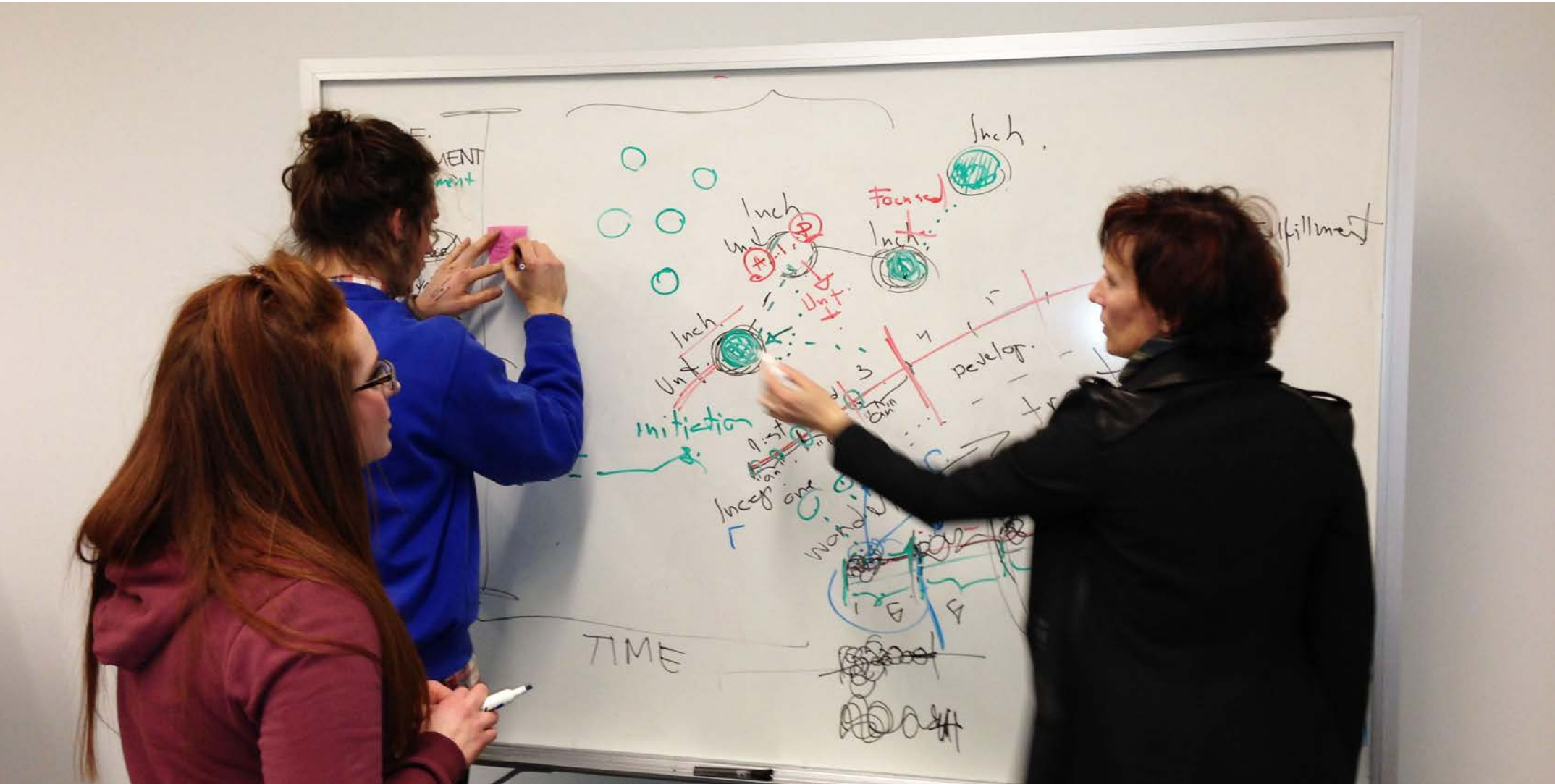
Semester 1 - Emphasis on [Visitor Perspective](#)

Semester 2 - Emphasis on [CMA Perspective](#)

Semester 3 - Modes of Wonder & Scenario Development

Semester 4 - Discovering Wonder

Previous Research



Research Method - Observations

Purpose - To gain insight from the perspective of the visitor at CMA. Considered interaction of people to people, things, and environment.

Daily Phenomenological Observations at CMA

Harini: 3 times = 15.75 hours total
Melvin: 4 times = 10 hours total
Josette: 4 times = 26.75 hours total
Alex: 5 times = 23.25 hours total

Special Events

Martin Creed Lecture & Reception (6 hours total)
Mix Masquerade (12 hours)
Extreme Visions Design Awards (6 hours)
Martin Creed Exhibition (3 hours)
Richard Mosse Lecture (2 hours)
Ikebana Lecture (2 hours)
Kumaré Film Screening (2 hours)
Mix: Afrobeat (9 hours)
Viva & Gala: Oliver Mtukudzi (6 hours)
Fred Wilson Lecture (6 hours)
Fred Wilson Exhibition (1.25 hours)
Viva & Gala: Flamenco (3 hours)
Mix: Interface (9 hours)
Mix: First Friday (3 hours)
Pompeii Exhibit (2 hours)
Mix: Underneath (3 hours)

Other

Provenance (14 hours)
Provenance Cafe (40 visits)
Atrium (85 hours)
Gallery One (14 hours)
Permanent Collection Galleries (26 hours)

Total Daily Observations + Special Events + Other = 269.25 hours of observation as of Dec. 1, 2013



Research Method - Interviews (structured, semi-structured, unstructured)

***Purpose* - To gain insight on visitor experience from the perspective of the visitor. Considered interaction of people to people, things, and environment.**

Range of visitors at Mix events (semi-/unstructured)

Range of visitors outside of CMA, who have previously visited (unstructured)

***Purpose* - To gain insight from the perspective of the organization related to visitor experience and understanding of their specific contribution to mission of CMA.**

Leigh Culbertson, Visitor Experience Employee, 1 yr. assistant

Caroline Goeser, Director of Education and Interpretations

Griff Mann, Chief Curator (semi-structured)

Aaron Petersol, Director of Membership and Visitor Experience

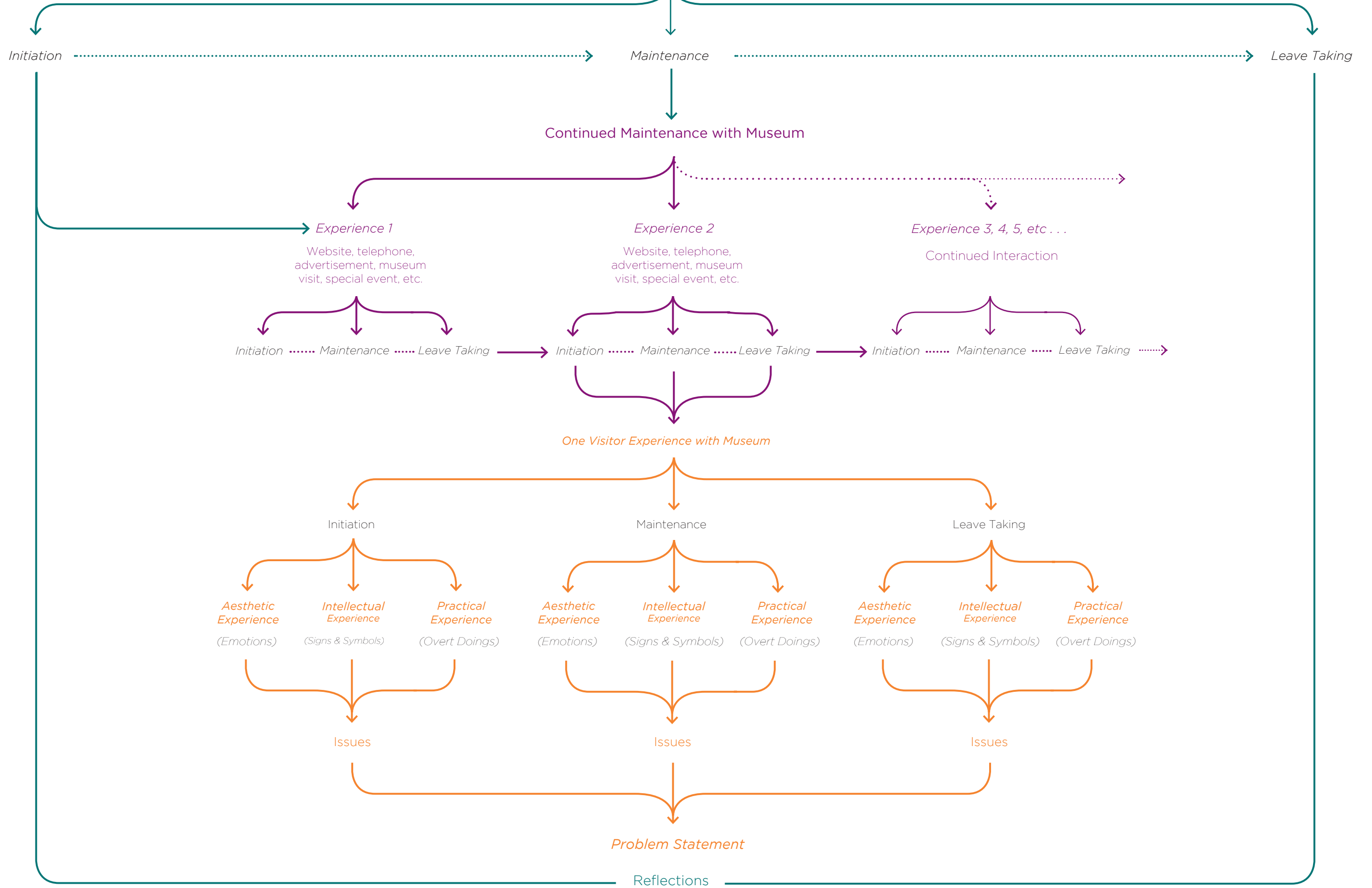
Larry Bloomenkranz, Senior Director of Marketing and Auxiliary Services

Seema Rao, Director of Intergenerational Learning

Jennifer Foley, Director of Interpretations

Elizabeth Bolander, Director of Marketing

Long Term Visitor Experience with CMA



Evidence of Findings

Observation (phenomenological, participatory)

4 people participated directly in phenomenological observations at the CMA during the months of September through November of 2012 (cont.). Each observed both weekends and weekdays, ranging from open to close.

Daily Phenomenological Observations at CMA

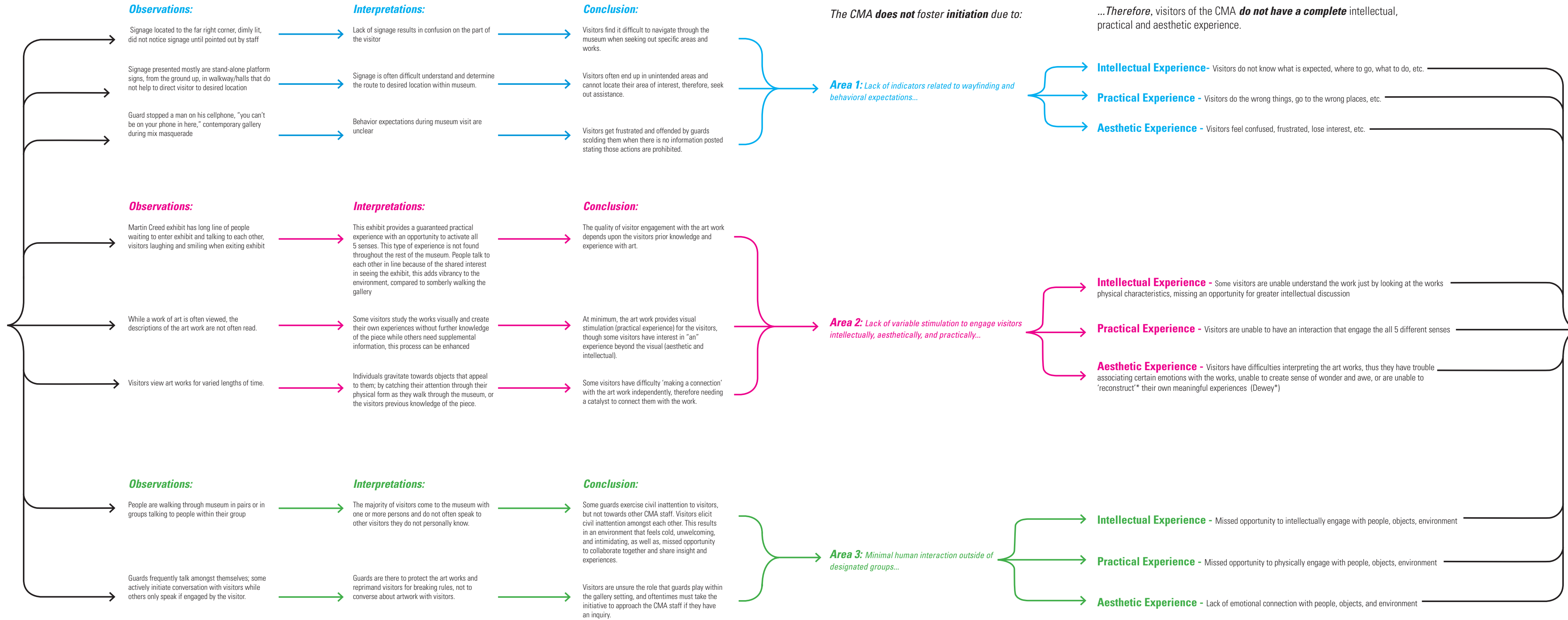
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Ikebana Lecture (2 hours)
Kumaré Film Screening (2 hours)

Daily Observations + Special Events = 33 + 40 = 73 hours of observation as of February 2013

The following is a cumulative documentation that reflects repeat observations noted by the 4 people, who experienced CMA from the perspective of a visitor with the purpose of understanding visitor experience as a whole. Interpretations were drawn individually after each observation and major areas were identified as a group based on conclusions drawn.



*See Appendix 2 for corresponding color coded observations and interpretations.

User Profiles

Developed based on insight analyzed from CMA and visitor interviews.



Primary

Females

- Age: 45 - 64
- Work hours: 40 hrs/wk, Retired
- Education: Bachelors degree, Graduate, Post-Graduate
- Location: NE Ohio
- Technology: Minimal to Advanced Experience
- Family: Single, Married, Family



Secondary

Young Professionals

- Age: 18-34
- Work hours: Typically 40+ hrs/wk at work or school
- Education: Working towards a Degree, Bachelors, Graduate, Post-Graduate
- Location: Currently live in Cleveland: University Circle, Little Italy
- Technology: Moderate to Advanced Experience
- Family: Single, Married, Family (Predominantly Single)



Tertiary

Families with Children

- Age: 25 - 65 years
- Work hours: 20 - 40 hrs/wk at work or home
- Education: Parents: Bachelors or Higher Children: None to Higher Ed.
- Location: Settled in Cleveland
- Technology: Minimal to Advanced Experience
- Family: Families with Young Kids, Families with Tweens, and Empty Nesters

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Developed based on insight analyzed from CMA and visitor interviews.



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Primary Personas

Developed from secondary user profiles

Young Professionals + College Students

Developed based on insight analyzed from CMA and visitor interviews.



Willow Dolman

First time visitor

Exploration of CMA with Friends



William "Billy" Macintire

Occasional visitor

Interest in Social Interaction through CMA



Mindy Chao

Frequent visitor

Enjoys spending much of her time at CMA



Primary Persona

First time visitor

Name Willow Dolman

Age 21

Gender Female

Location Ohio City in Cleveland, Ohio

Education Working on Bachelor's Degree in Anthropology with a minor in Film & Digital Media at Cleveland State University

Occupation Full-time student, part-time at Le Petit Triangle & sells thrift items on Etsy

Work Hours 40 hrs/wk at school, 15 hrs/wk at work

Income \$12,000/yr

Experience Eager to visit, but has never found the time. She's at CMA heard many positive things from friends but never gets around to it. She's interested in attending Mix events, but has not gone yet because she is usually working.

Technology Extensive digital media skills, jewelry and metals experience

Family Single, ready to mingle

Goals Own and operate a vintage store with cafe in Cleveland

Hobbies Photography, foreign films, crafting macaroons



Primary Persona

Occasional visitor

Name William "Billy" Macintire

Age 31

Gender Male

Location Shaker Heights, Oh

Education B.S. @ Ohio State
M.B.A. @ Weatherhead School of Business

Occupation Financial Planning

Work Hours 40 hours a week

Income \$114,000

Experience at \$150 Membership, Attends 1-2 events a month.
CMA Member of the Contemporary Art Society

Technology iPhone, iPad, Computer: Mac OS, Microsoft,
Microsoft Office,

Family Single

Goals Retire Early, Get Married, Procreate

Hobbies Running, Pumping Iron, Rugby Club, Craft Beer



Primary Persona

Frequent visitor

Name Mindy Chao

Age 26

Gender Female

Location University Circle, Ohio

Education B.S. in Biology, Working on M.A. in Bioethics

Occupation Student, College T.A.

Work Hours 40 hours a week of schoolwork, 20 spent teaching

Income \$18,000

Experience Attends 3-6 times a month, mixes, food @ @ CMA cafe, visit new exhibitions and permanent collection.

Technology iPhone, Computer: Microsoft Office

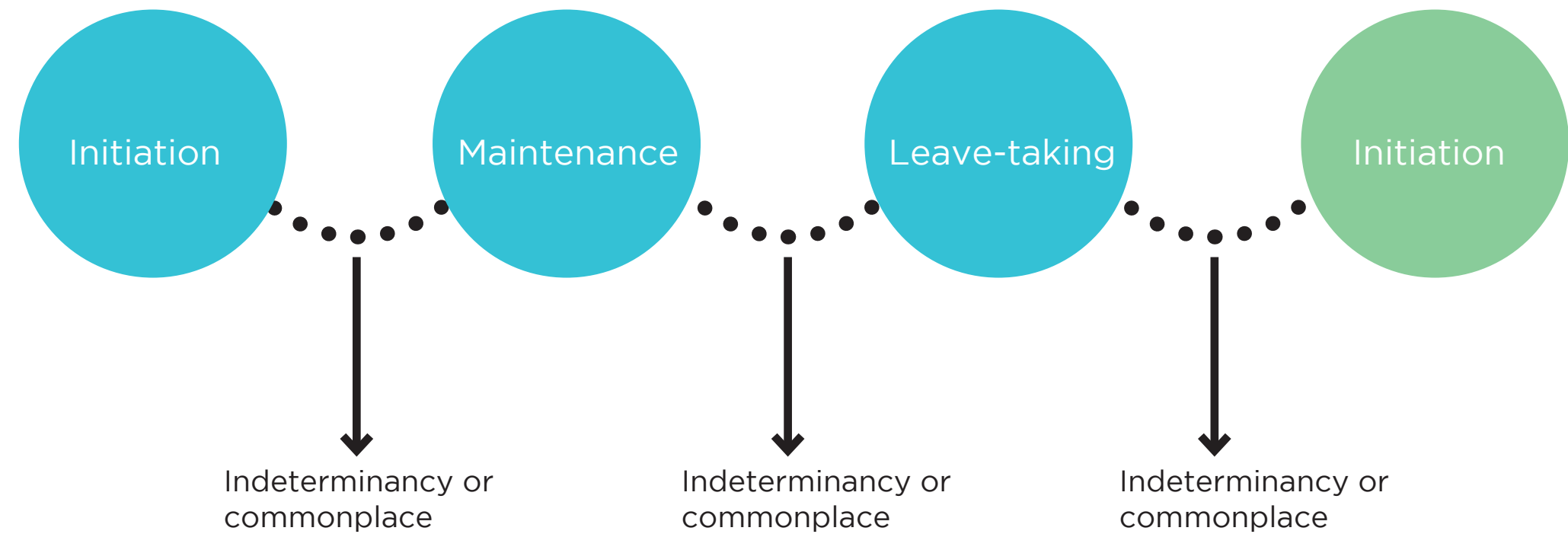
Family Single

Goals Graduate with Master's degree, find work

Hobbies Food Aficionado, Video Games, Amateur Astronomer, Dog Walking, Ukulele

Problem Statement

CMA provides a range of affordances to initiate visitor engagement, especially with initiating and maintaining it. However, it is **unknown what unifies initiation, maintenance, and leave taking into “an experience.”** It is also unknown what occurs **between the leave taking of “an experience” and the initiation** into another interaction with CMA. These areas of indeterminacy, or commonplaces, can often lead to an **inchoate experience, thus severing the flow of experience** to fulfillment and limiting the quality of the long term relationship between visitor and CMA.

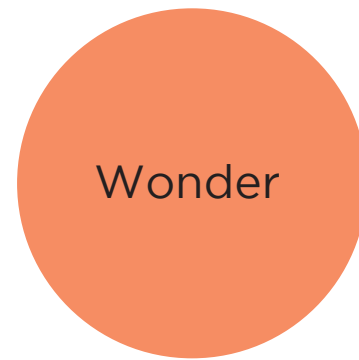


WONDER

Modes of Wonder

As Transformation in Between Places

Concepts discussed in Soojin Jun's dissertation, "Information and the Experience of Wonder: A Rhetorical Study of Information Design," was analyzed and applied to the current strategic framework. Jun describes, "Modes of Wonder" are layers of discovery in the sense that each mode is related to what it is we discover in a situation:



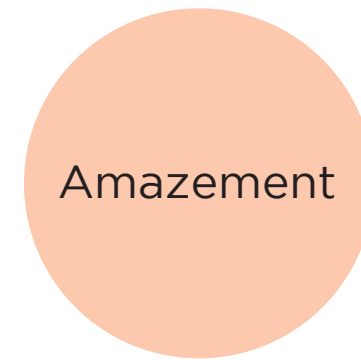
Wonder

1) Wonder arises when one **perceives the existence of information** that is differentiated from others.



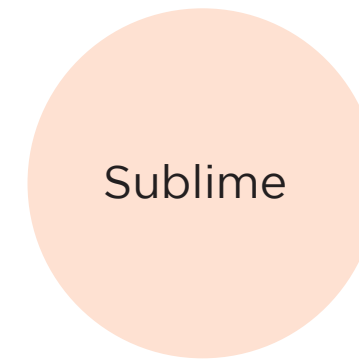
Astonishment

2) Astonishment arises when one **understands the construction of information** in a new and unexpected way.



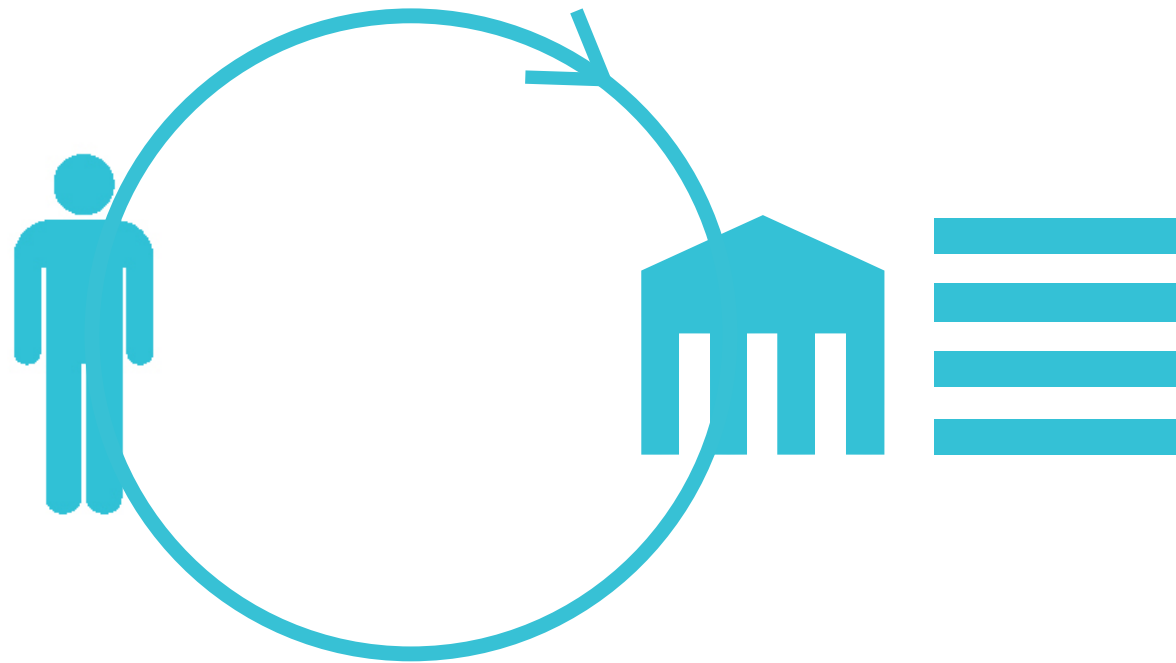
Amazement

3) Amazement arises when one **discovers the way information is connected to an audience** in the situation we use.



Sublime

4) The sublime arises when **one realizes a transcendent idea** that elevates a common experience into a spiritual one.



Hypotheses

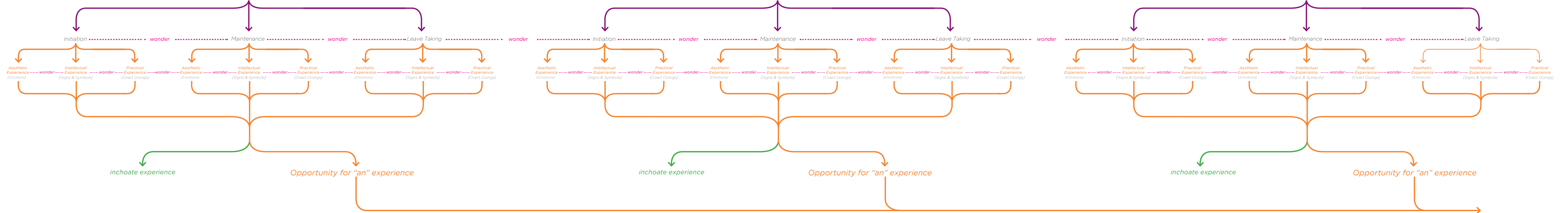
- 1** If one of the Modes of Wonder occurs as the **connecting link** between the **aesthetic, intellectual, and practical within initiation, maintenance, or leave taking**, then this link between aesthetic, practical, and intellectual can unify the initiation, maintenance, and leave taking, leading to “an experience” within one visit.
- 2** If wonder serves as the **connecting link between initiation, maintenance, and leave taking of “an experience,”** then the leave taking of an initial experience will lead to the initiation of the next visit.
- 3** If one of the Modes of Wonder can serve as the **connecting link between “an experiences,”** this can contribute to the quality and development of a long term relationship with CMA.

Long Term Visitor Experience with CMA

Initiation Maintenance Leave Taking

Continued Maintenance with Museum

Interaction 1 wonder Interaction 2 wonder Interaction 3, 4, 5, etc. . . .
Website, telephone, advertisement, museum visit, special event, etc. Website, telephone, advertisement, museum visit, special event, etc. Continued Interaction



Reflections

Problem & Hypotheses

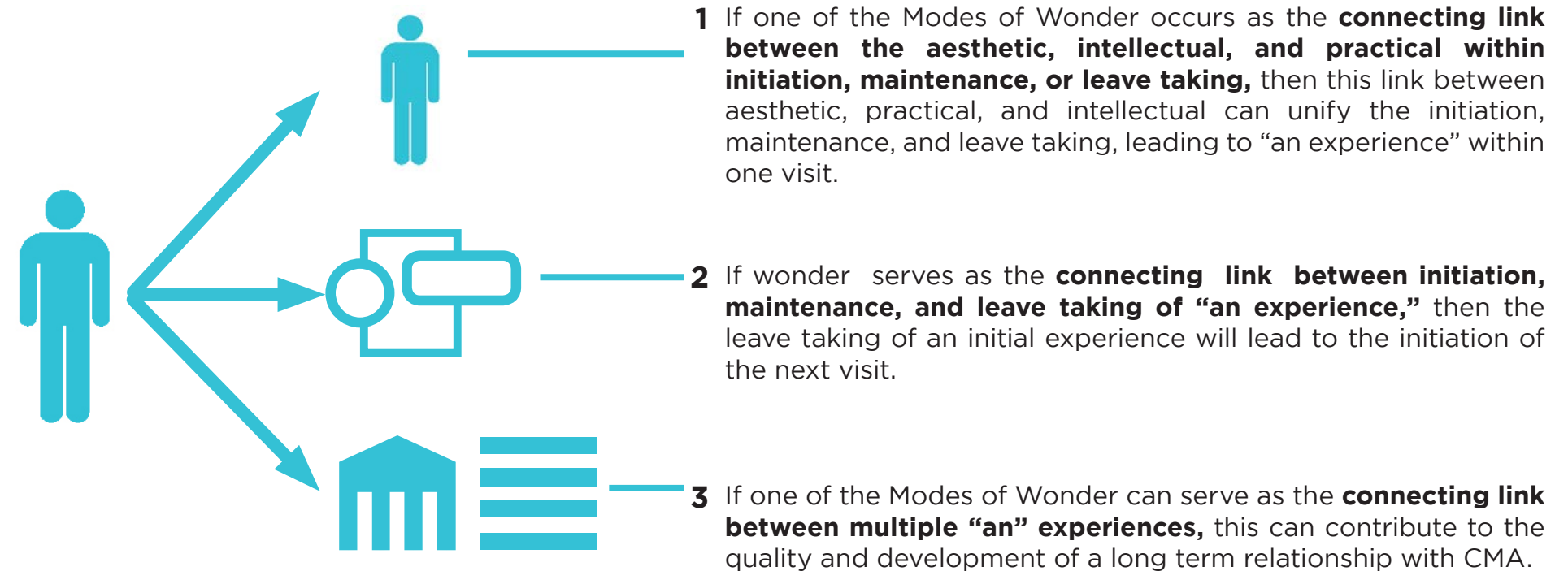
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CMA provides a range of affordances to initiate visitor engagement, especially with initiating and maintaining it. **However, it is unknown what unifies initiation, maintenance, and leave taking into “an experience.”**

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These areas of indeterminacy, or commonplaces, can often lead to an **inchoate experience, thus severing the flow of experience** to fulfillment and limiting the quality of the long term relationship between visitor and CMA.

Hypotheses



DRS Submission Reflection

“Experience & Engagement: Aspects of Interaction & Service Design”

Reflect back to gain deeper understanding of process

Identification of struggles and how to develop further

To understand wonder in concrete situations and what initiates it is most challenging

Every experience and individual is different. How to find patterns and draw conclusions?

Key considerations identified through process

What is “wonder” for the first time, occasional, and frequent visitor?

What initiates wonder?

Where does wonder occur within experience for the first time, occasional, and frequent visitors?

How can wonder be found in the expected or the ordinary?

How can wonder be maintained in experience for the first time, occasional, and frequent visitors?

Scenario Development

Purpose

Exploring the Modes of Wonder within areas of issues to discover opportunities for improving the quality of experience.*

Scenarios will provide a framework for anticipating specific behaviors, areas of discovery, and the placement of the Modes of Wonder within experience in relation to the Model of Experience & Engagement.

Scenarios were designed to utilize personas based upon user profiles.

Test out a variety of factors related to experience, both positive and negative aspects, and opportunities for further development.

Key considerations

What is “wonder” for the first time, occasional, and frequent visitor?

What initiates wonder?

Where does wonder occur within experience for the first time, occasional, and frequent visitors?

How can wonder be found in the expected or the ordinary?

How can wonder be maintained in experience for the first time, occasional, and frequent visitors?

(I) = Initiation
(M) = Maintenance
(L) = Leave-taking

Single Visitor Interaction with CMA - A, I, P

Short Term Visitor Experience with CMA - I, M, L

Long Term Visitor Experience with CMA - I, M, L

(A) = Aesthetic Experience
(I) = Intellectual Experience
(P) = Practical Experience



Willow Dolman

*First time visitor
Exploration of CMA
Initiating Experience*



William “Billy” Macintire

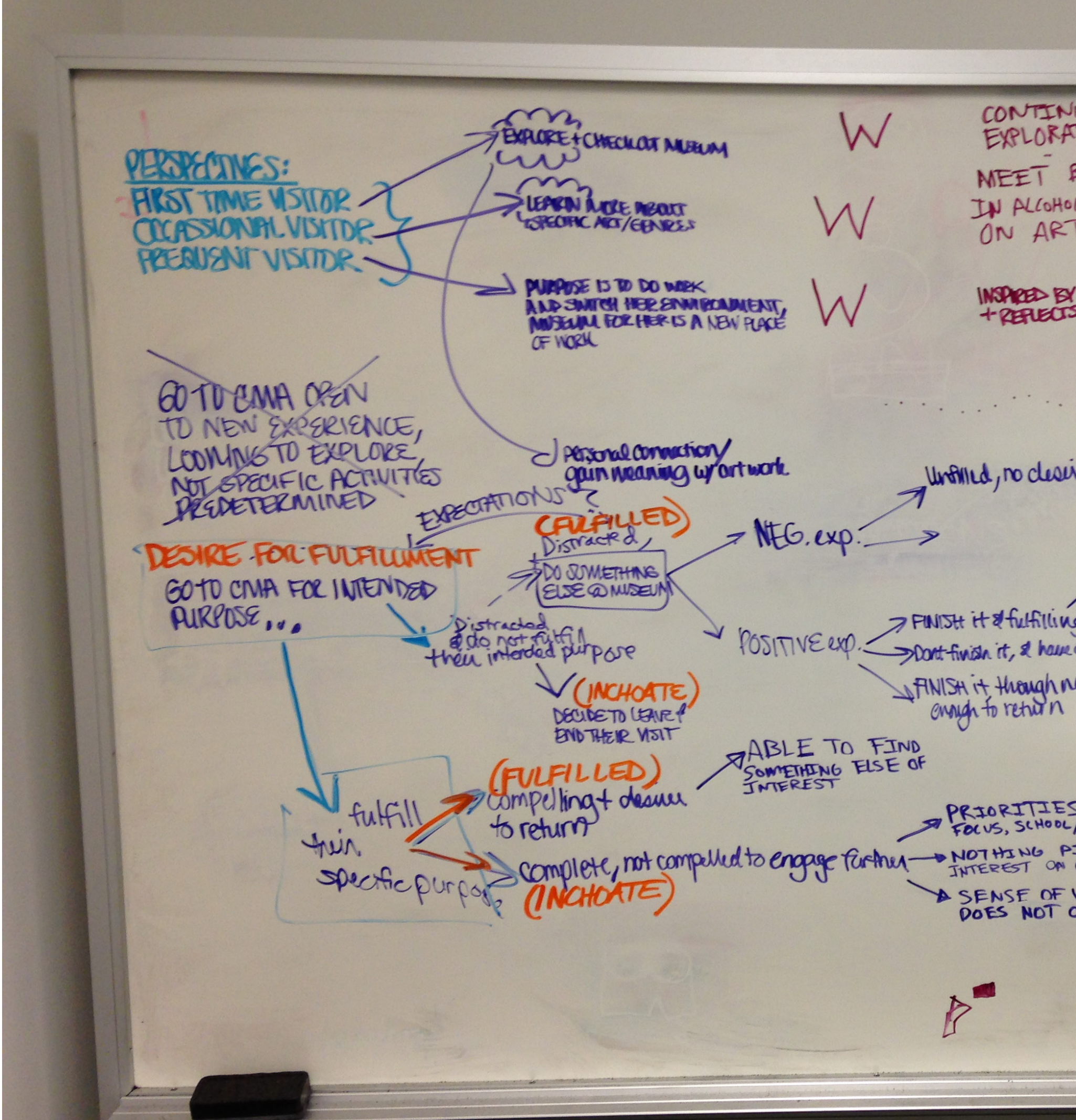
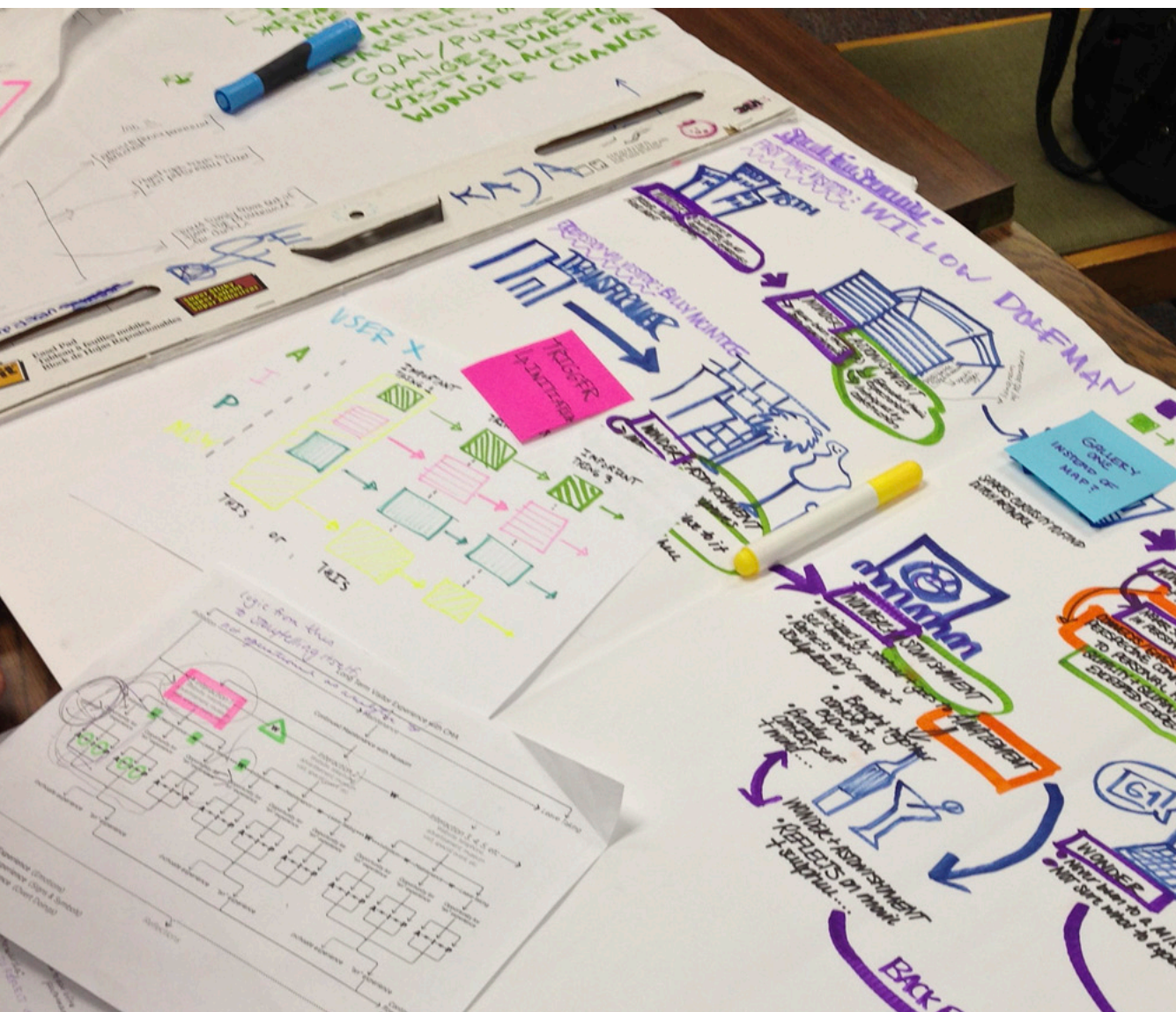
*Occasional visitor
Continued Learning with CMA
Developing Meaning in Experience*



Mindy Chao

*Frequent visitor
New experiences with CMA
Finding New Meaning within the Expected*

**Look specifically to initiation, maintenance, and leave-taking of visit to museum.*

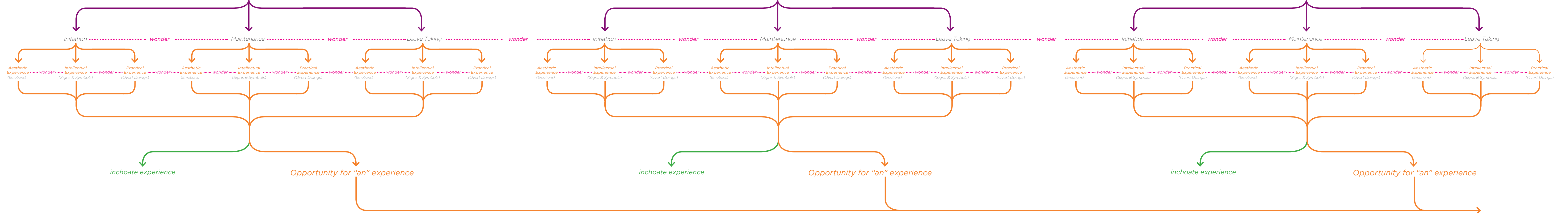


Long Term Visitor Experience with CMA

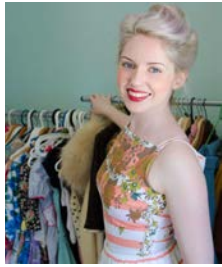
Initiation Maintenance Leave Taking

Continued Maintenance with Museum

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Website, telephone, advertisement, museum visit, special event, etc. Website, telephone, advertisement, museum visit, special event, etc. Continued Interaction



Reflections



First time visitor: Willow Dolman
Wonder as a means for initiating experience

Purpose of Scenario:
Where do Modes of Wonder occur in experience for the first time visitor?
Purpose of Visit: Exploration + Viewing Art

Scenario 1



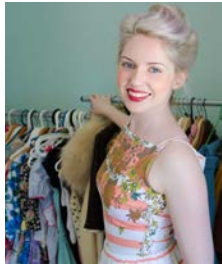
(I) = Initiation
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Single Visitor Interaction with CMA - A, I, P

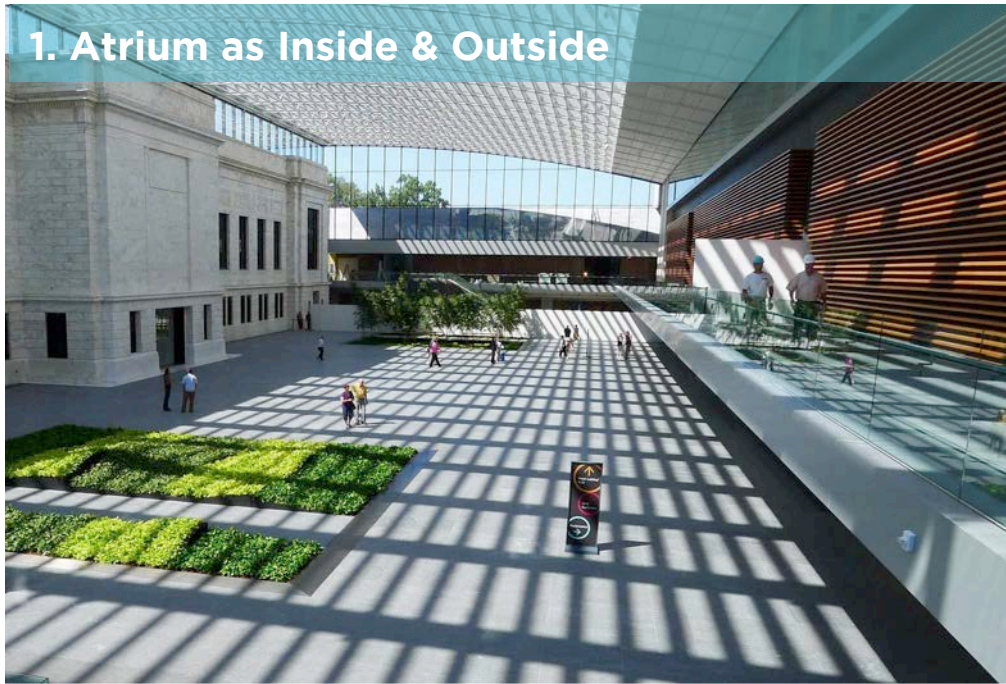
Short Term Visitor Experience with CMA - I, M, L

Long Term Visitor Experience with CMA - I, M, L



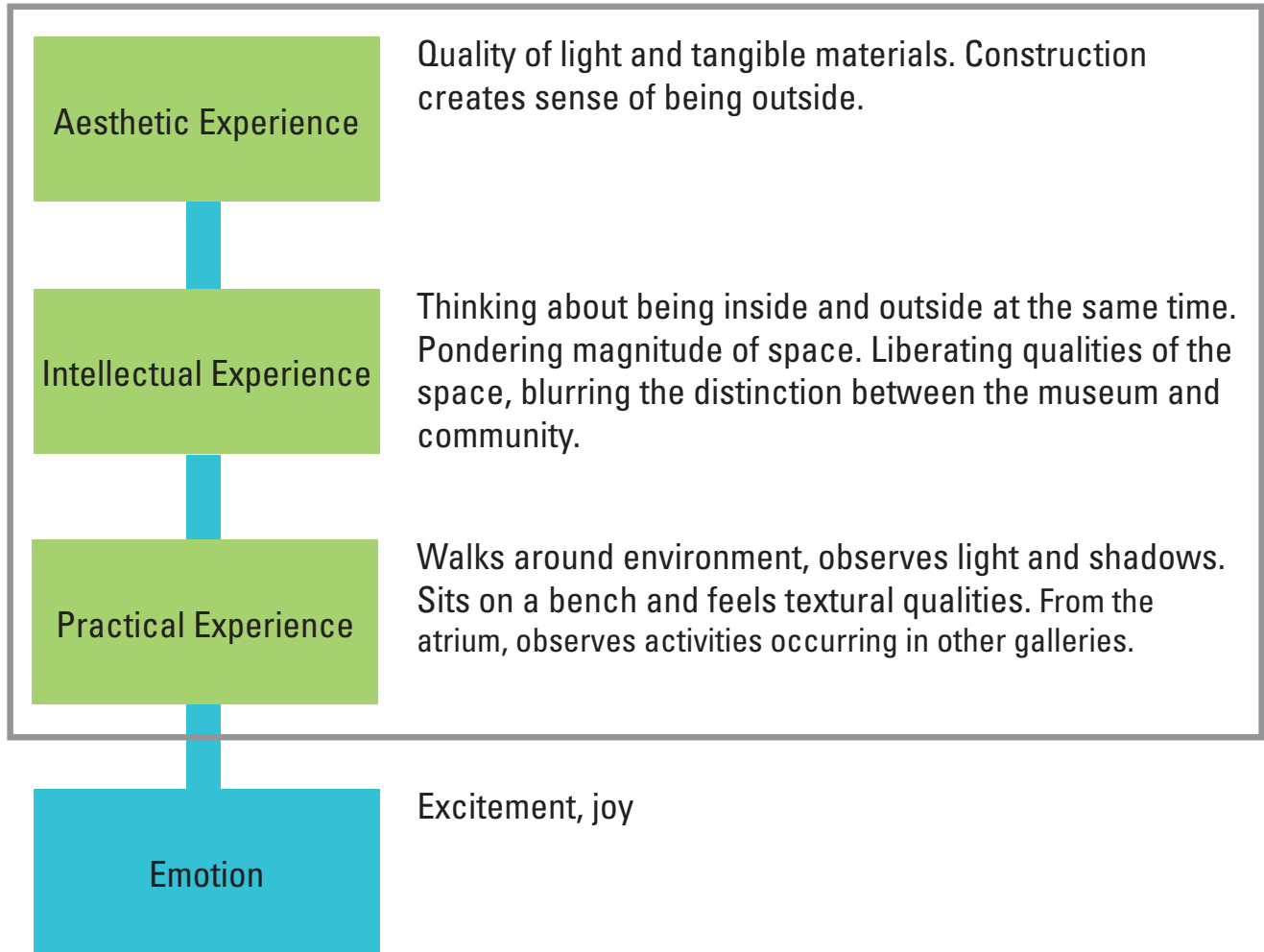
First time visitor: Willow Dolman
Wonder as a means for initiating experience

Purpose of Scenario:
Where do Modes of Wonder occur in experience for the first time visitor?
Purpose of Visit: *Exploration + Viewing Art*



1. Atrium as Inside & Outside

Conditions of Environment
Brightly light, sun shining through beams, casting shadows. Temperate conditions. Marble, concrete, wood.

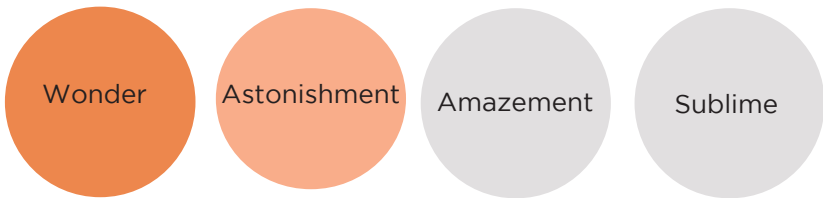


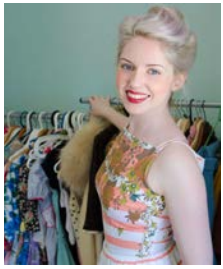
Modes of Wonder

Wonder:
Acknowledgement of the newness of information that leads to a sense or wonder.

↓

Astonishment:
Exceeded her expectations, did not realize the magnitude of the space. Redefines her idea of what a museum experience could be.





First time visitor: Willow Dolman

Wonder as a means for initiating experience

Purpose of Scenario:

Where do Modes of Wonder occur in experience for the first time visitor?

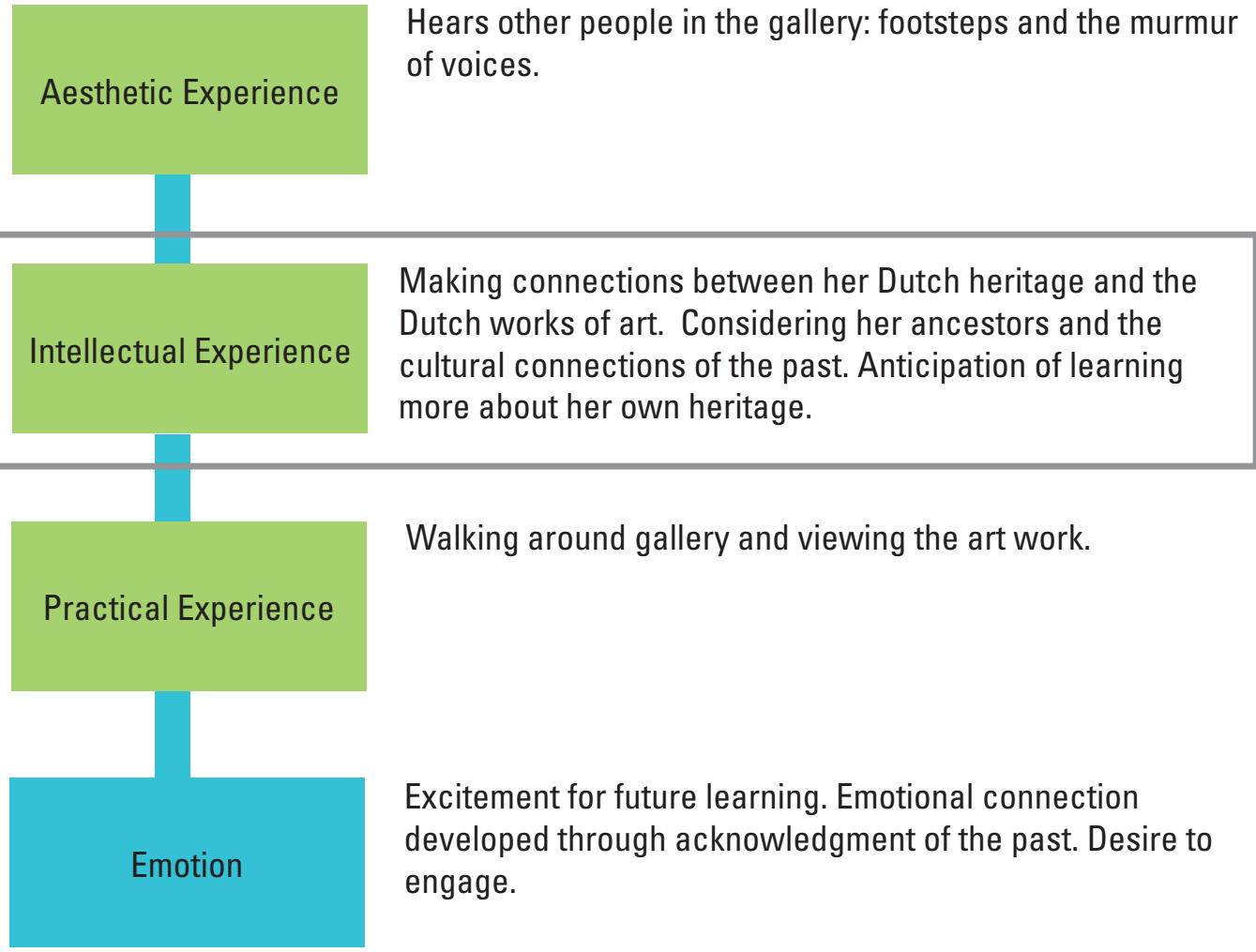
Purpose of Visit: Exploration + Viewing Art

2. Personal Relevance

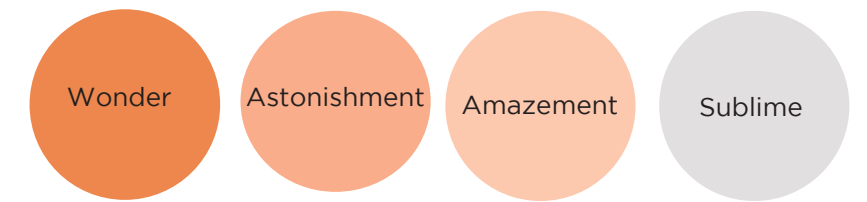
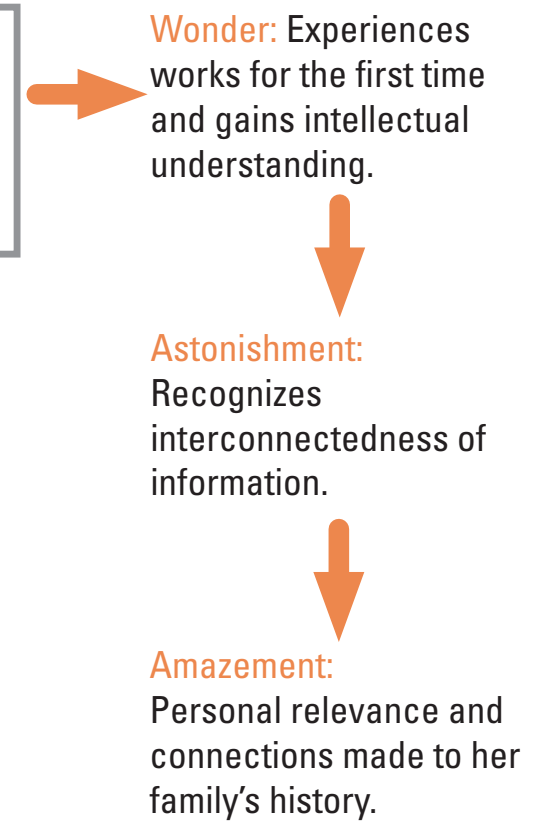


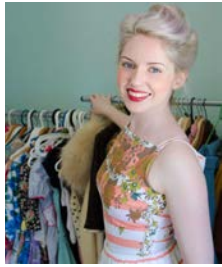
Conditions of Environment

Cool, open space gallery. Marble floor.



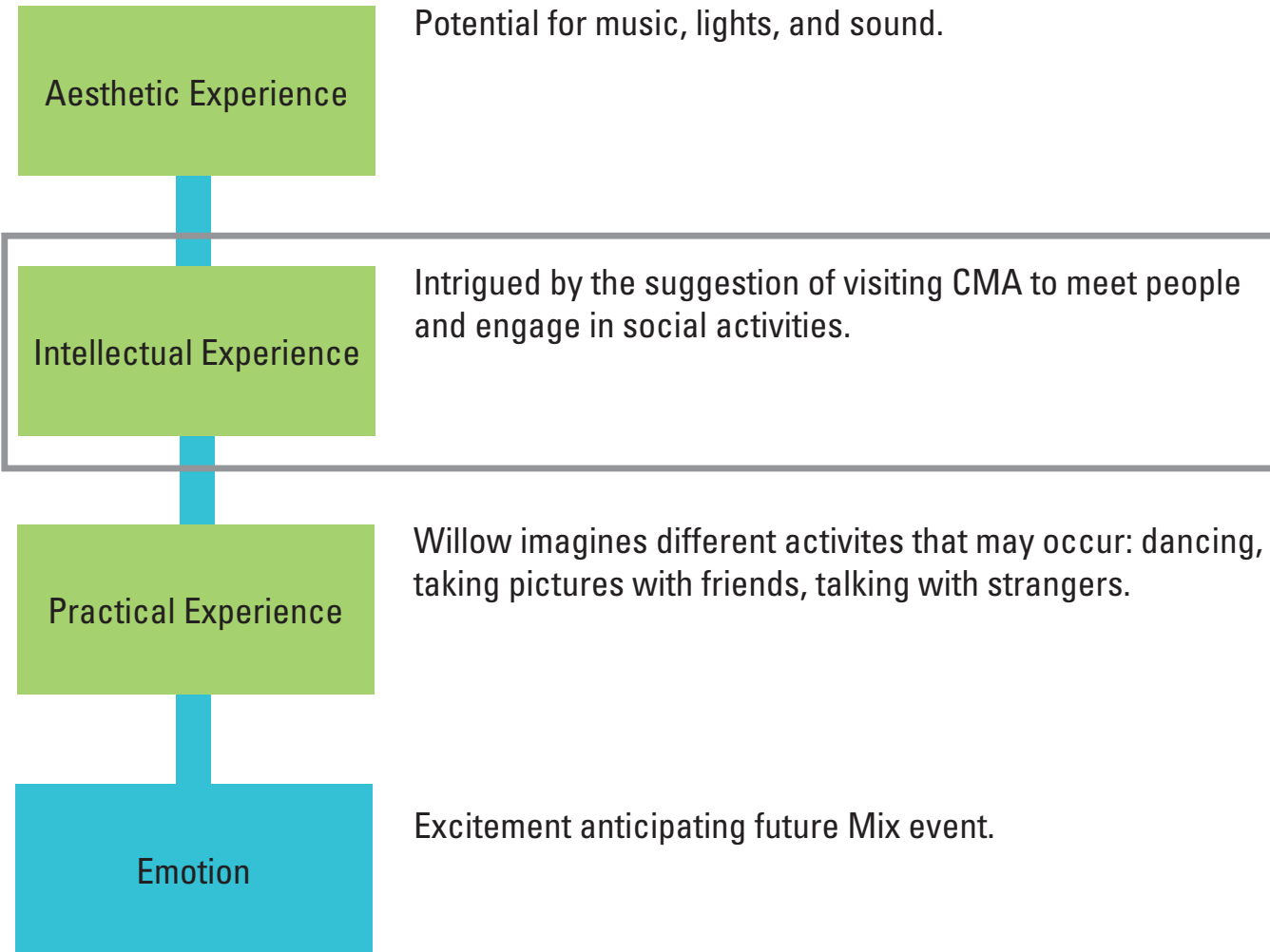
Modes of Wonder





First time visitor: Willow Dolman
Wonder as a means for initiating experience

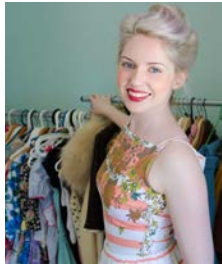
Purpose of Scenario:
Where do Modes of Wonder occur in experience for the first time visitor?
Purpose of Visit: *Exploration + Viewing Art*



Modes of Wonder

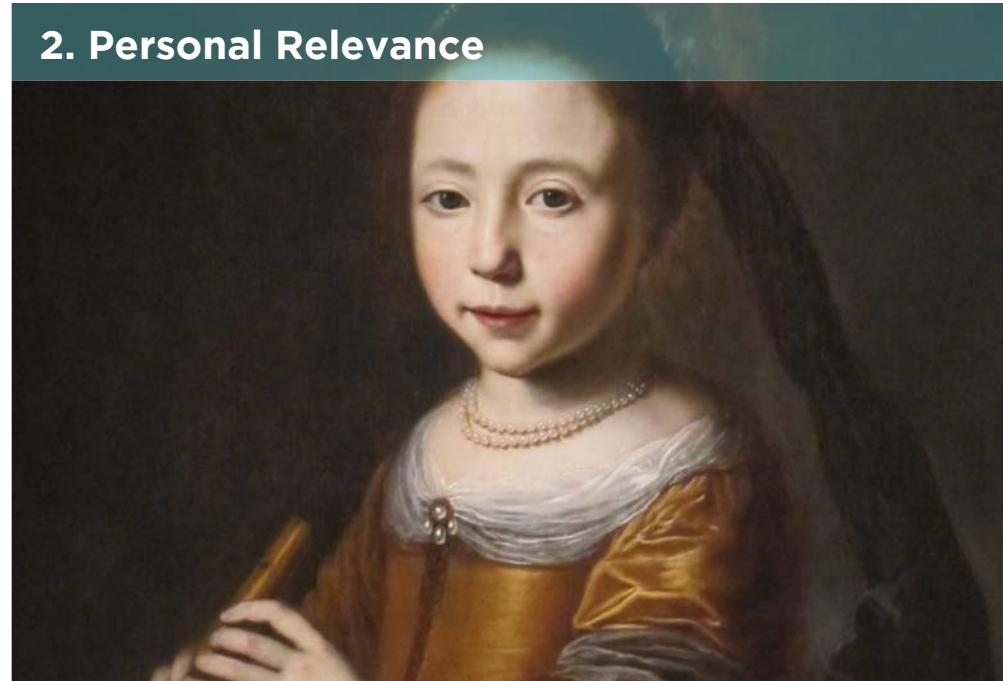
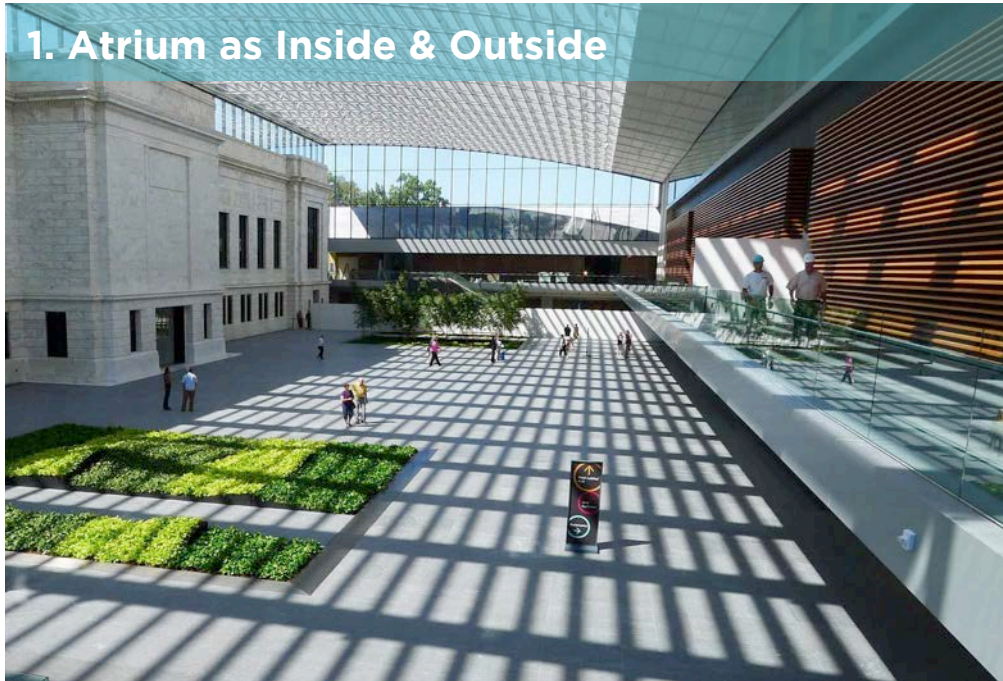
Wonder: Curious about the activities and experience of the Mix event.





First time visitor: Willow Dolman
Wonder as a means for initiating experience

Purpose of Scenario:
Where do Modes of Wonder occur in experience for the first time visitor?
Purpose of Visit: *Exploration + Viewing Art*



Atrium as Inside & Outside

Experiences wonder at “inside and outside” quality of the atrium.

Wonder is not a fleeting emotion, but rather pervades rest of experience and provides the drive for engagement...

Personal Relevance

Finds personal relevance in the art work of the Dutch gallery.

Intrigued to explore further and gain additional knowledge...

CMA as a Means for Social Interaction

Projection of Mix accentuates multi-dimensionality of interactions with CMA.

Curious of all the ways she can interact with CMA and what other offerings it may provide...



Wonder as a means for initiating experience for the first time visitor.

- Wonder occurs frequently and in discrete situations. overwhelming newness for the first time visitor.*
- While the first layer of wonder occurs multiple times throughout visit, it is necessary to sustain this moment of curious intrigue in order to develop meaning in experience.*

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 (L) = Leave-taking

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Single Visitor Interaction with CMA - A, I, P

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Occasional visitor: Billy Macintire

Wonder as a means for developing meaning in experience

Purpose of Scenario:

Where do Modes of Wonder occur in experience for the occasional visitor?

Purpose of Visit: *Continued learning*



(I) = Initiation
(M) = Maintenance
(L) = Leave-taking

Single Visitor Interaction with CMA - A, I, P

Short Term Visitor Experience with CMA - I, M, L

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Long Term Visitor Experience with CMA - I, M, L



Occasional visitor: Billy Macintire

Wonder as a means for developing meaning in experience

Purpose of Scenario:

Where do Modes of Wonder occur in experience for the occasional visitor?

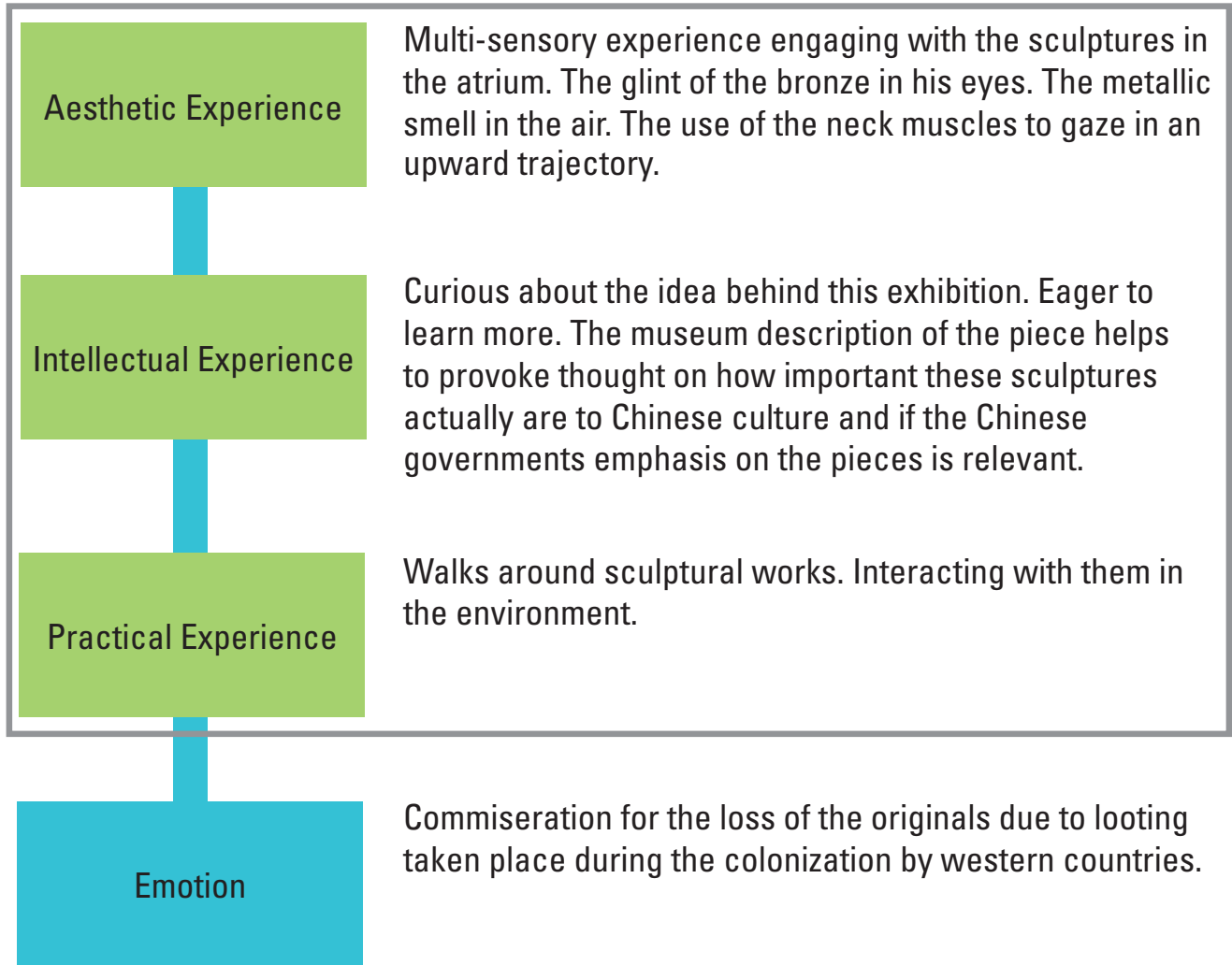
Purpose of Visit: *Continued learning*



1. Imposing Sculpture

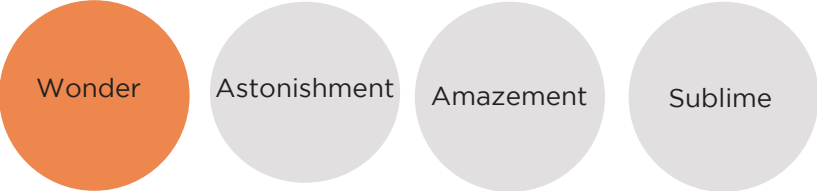
Conditions of Environment

Bright, open and airy space of Atrium. Positioning of contemporary sculptures against backdrop of marble structure.



Modes of Wonder

→ **Wonder:** Intrigued by the sculptures and would like to learn more about the artist and their meanings.





Occasional visitor: Billy Macintire

Wonder as a means for developing meaning in experience

Purpose of Scenario:

Where do Modes of Wonder occur in experience for the occasional visitor?

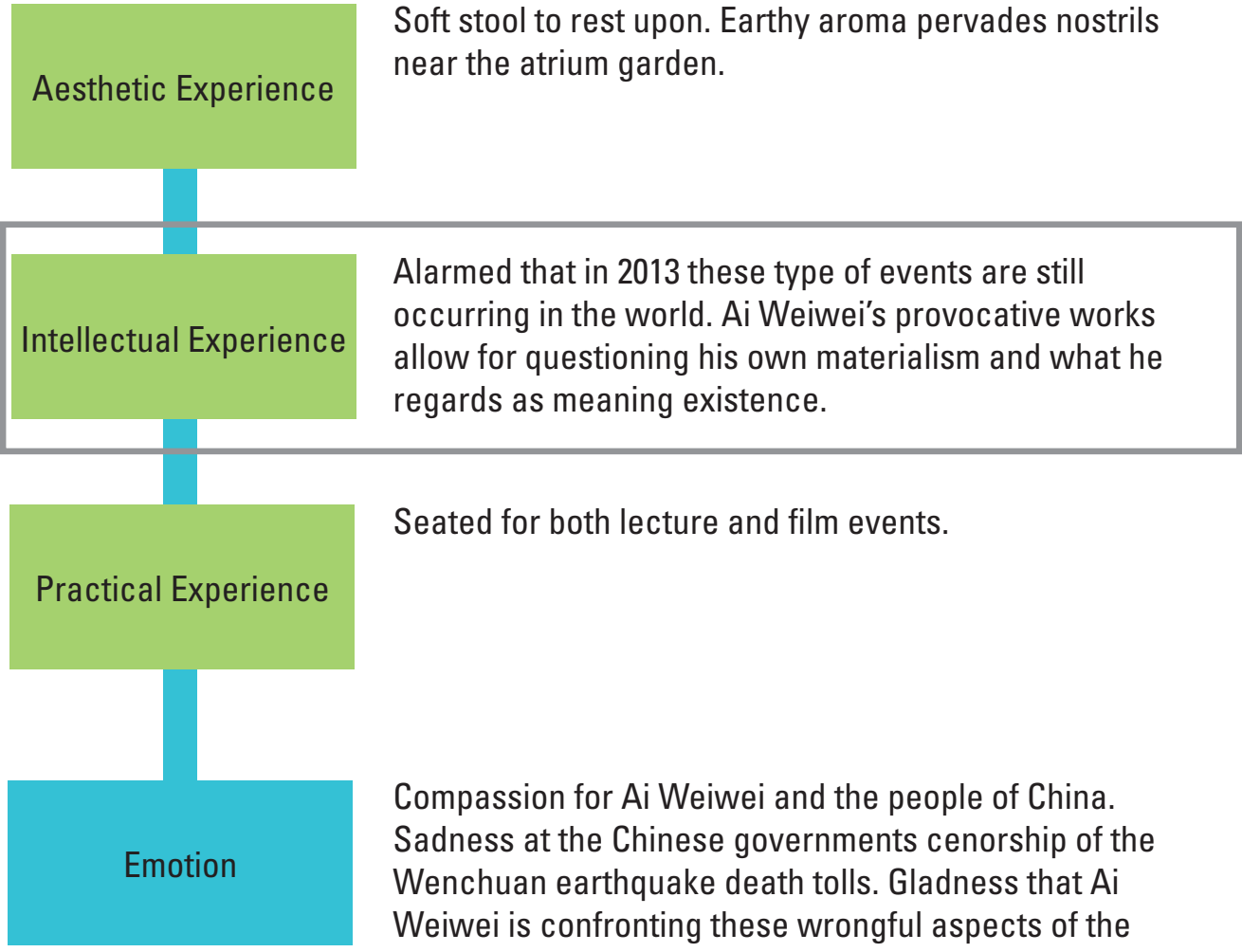
Purpose of Visit: *Continued learning*



2. Multi-film & Lecture Series

Conditions of Environment

Warm temperate environment with structured seating. Seated in the Morley Lecture Hall and Atrium.

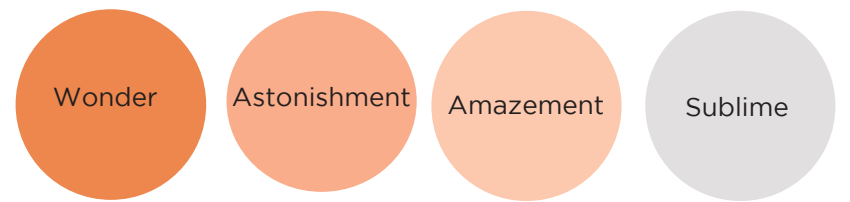


Modes of Wonder

Wonder: Now views Ai Weiwei as an artist and activist, filling multiple roles in society. Recognizes mutli-dimensional qualities.

Astonishment: The information presented in these films reached far beyond what he thought the directors would cover. Less about art, more about culture and the Chinese situation.

Amazement: Connections made between Billy and the content gained through reflection.





Occasional visitor: Billy Macintire

Wonder as a means for developing meaning in experience

Purpose of Scenario:

Where do Modes of Wonder occur in experience for the occasional visitor?

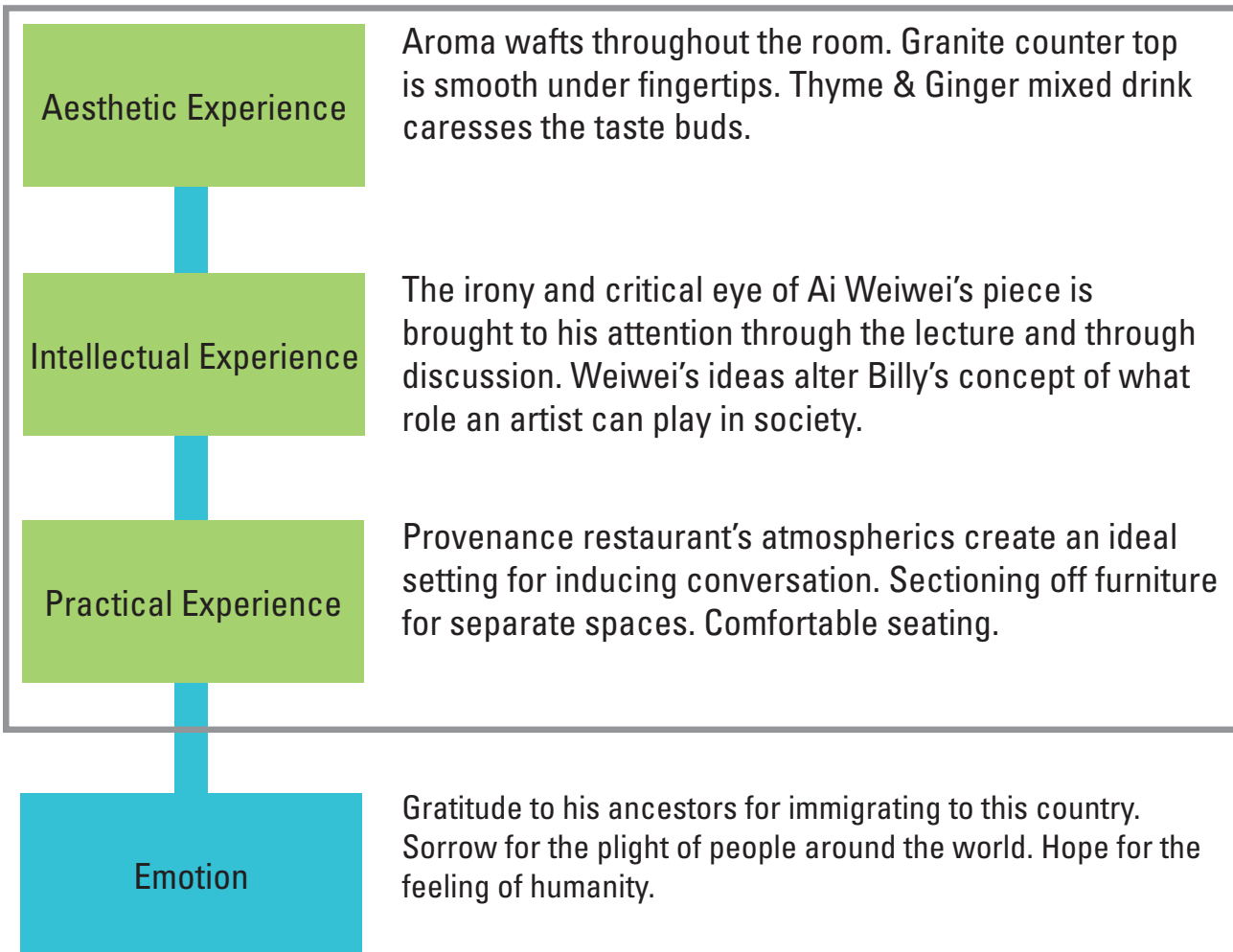
Purpose of Visit: *Continued learning*

3. Reflections



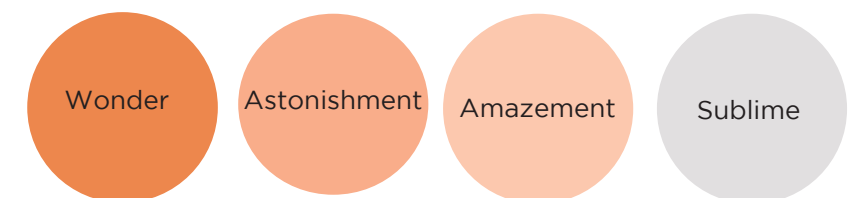
Conditions of Environment

Space bustling with activities.



Modes of Wonder

Amazement in connecting with the information in a new and thoughtful way.





Occasional visitor: Billy Macintire

Wonder as a means for developing meaning in experience

Purpose of Scenario:

Where do Modes of Wonder occur in experience for the occasional visitor?

Purpose of Visit: *Continued learning*



1. Imposing Sculpture

Imposing Sculpture

Intrigued by the new means for experiencing sculptural works.

Sculptures provided means for initiation and engagement. Desire to learn more about this artist through various offerings provided by CMA...



2. Multi-film & Lecture Series

Multi-film and Lecture Series

Film and lecture series provided multiple opportunities to deepen knowledge and insight into the artist and his work.

Multiple means for developing understanding allowed for continued learning and engagement over time...



3. Reflections

Reflections

Reflection occurred both at the museum and outside of the museum in between events.

Periods of reflection allowed for integration into understanding and new connections to be made.



Wonder as a means for developing meaning in experience for the occasional visitor.

- Multiple offerings to enhance the understanding of the artist and his work allowed for a range of opportunities for engagement.*
- Series brought the occasional visitor back multiple times, as the Modes of Wonder developed over reoccurring events in time.*

(I) = Initiation
(M) = Maintenance
(L) = Leave-taking

Single Visitor Interaction with CMA - A, I, P

Short Term Visitor Experience with CMA - I, M, L

Long Term Visitor Experience with CMA - I, M, L

(A) = Aesthetic Experience
(I) = Intellectual Experience
(P) = Practical Experience



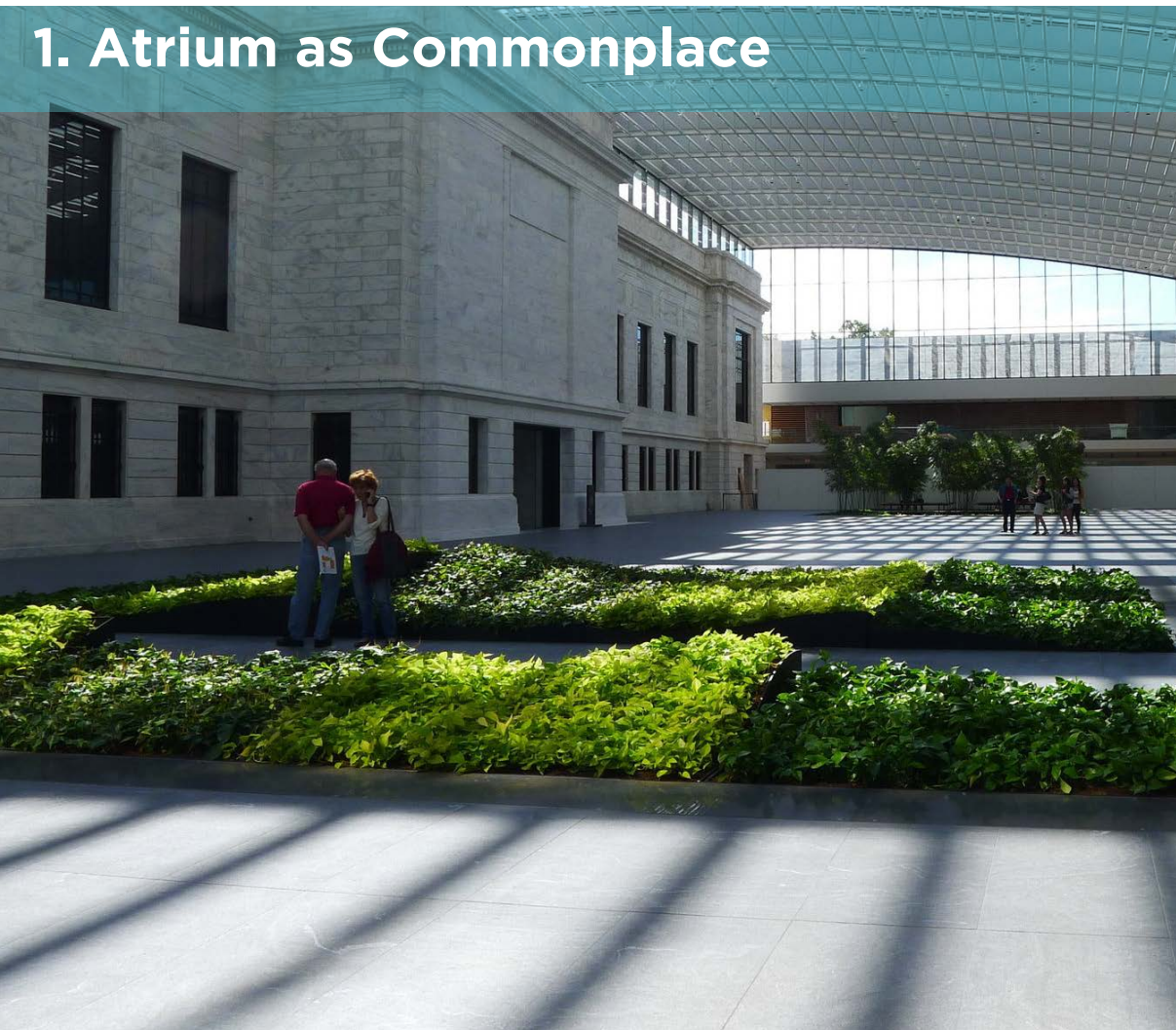
Frequent Visitor: Mindy Chao

Wonder as finding new meaning within the expected

Purpose of Scenario:

Where do Modes of Wonder occur in experience for the frequent visitor?

Purpose of Visit: Rediscover art at CMA



(I) = Initiation
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- Single Visitor Interaction with CMA - A, I, P
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Frequent Visitor: Mindy Chao

Wonder as finding new meaning within the expected

Purpose of Scenario:

Where do Modes of Wonder occur in experience for the frequent visitor?

Purpose of Visit: *Rediscover art at CMA*



Conditions of Environment

Cafe seating, sunshine, temperate environment, flora

Aesthetic Experience

Sense of warmth in the sun compared to the shade. Noticeably warmer when the sun shines directly on her skin.

Intellectual Experience

Able to see the progression of the day by watching the changing of the shadows from the sun. Actively reading and processing information from her bioethics course.

Practical Experience

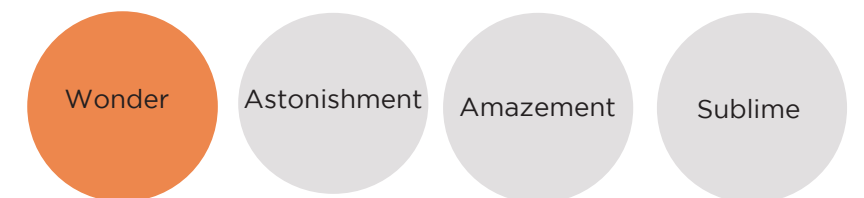
Seated at a table in the cafe dining area. Typing on iPad, writing in notebook and sipping coffee.

Emotion

Gratitude towards the museum for providing this space to do work. Joy at watching the passing of the day and not feeling contained in a library cut off from nature. Inspired by her surroundings.

Modes of Wonder

Wonder: Experiences wonder through the progression of light.





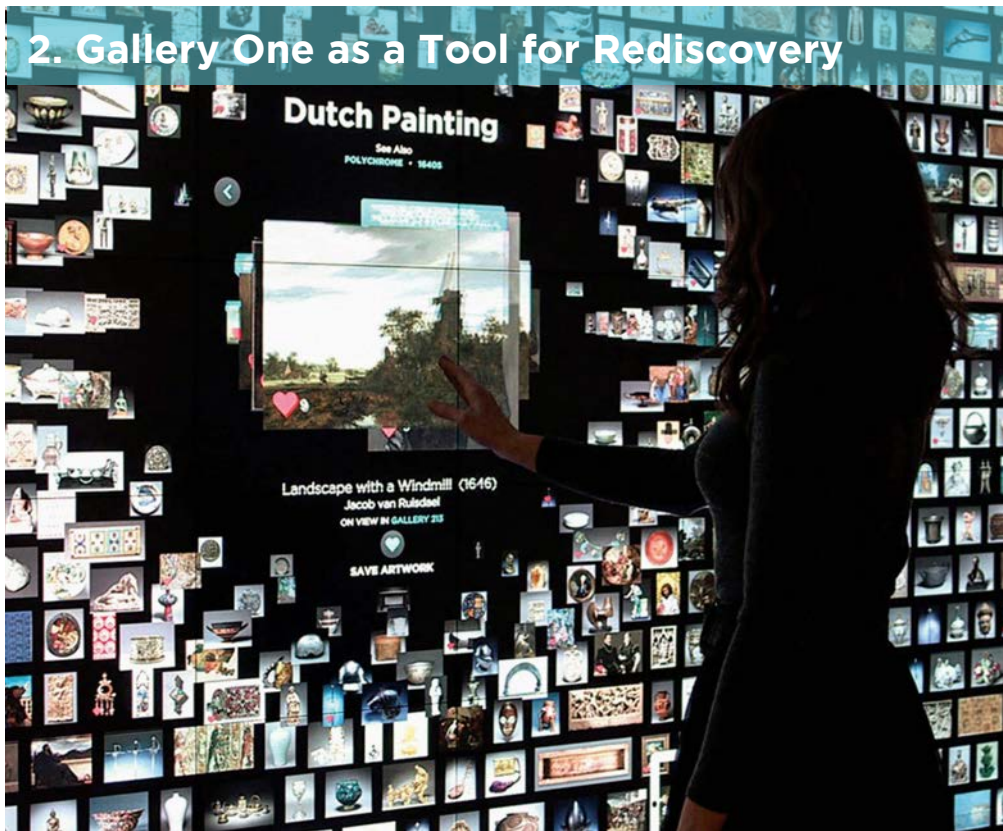
Frequent Visitor: Mindy Chao

Wonder as finding new meaning within the expected

Purpose of Scenario:

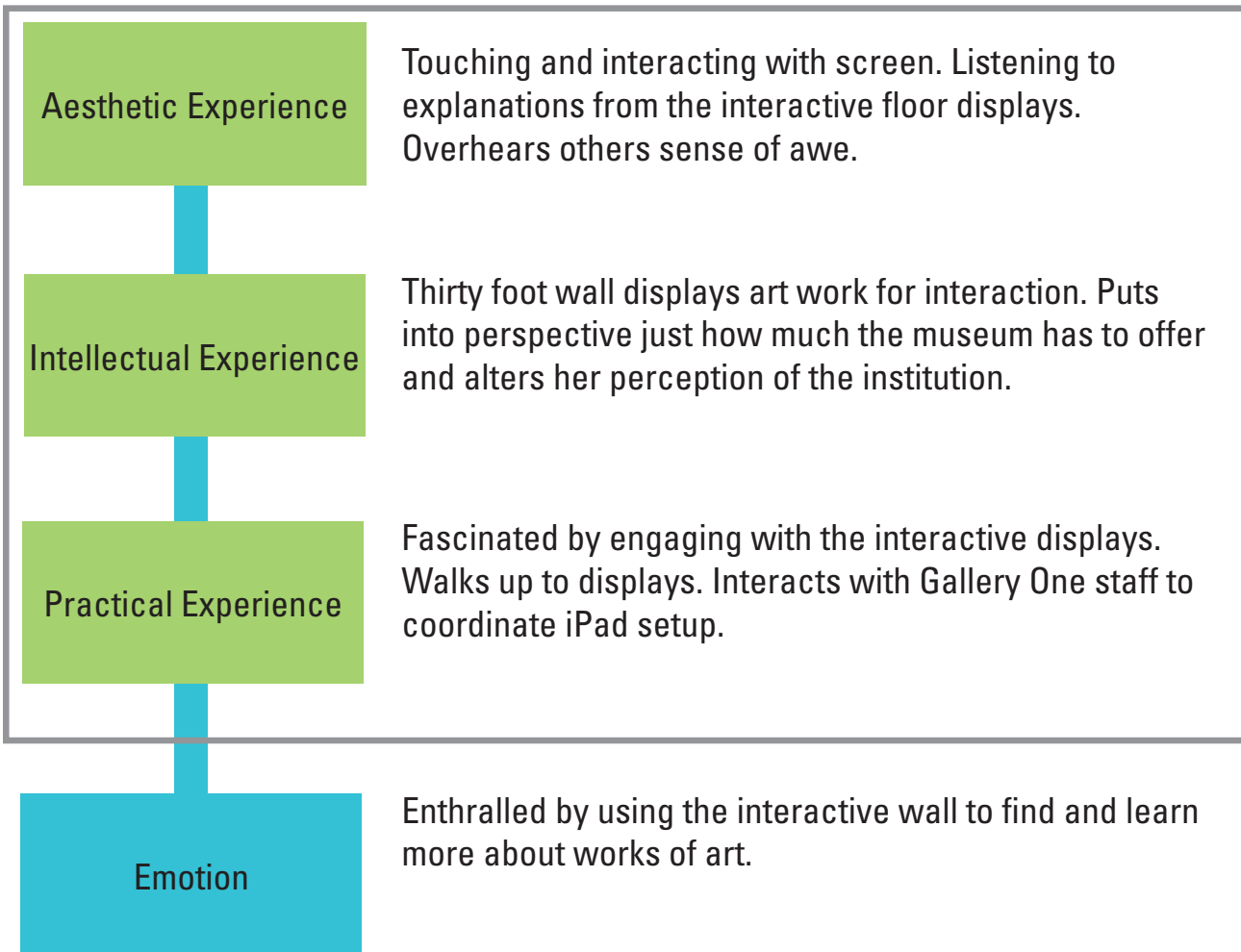
Where do Modes of Wonder occur in experience for the frequent visitor?

Purpose of Visit: Rediscover art at CMA



2. Gallery One as a Tool for Rediscovery

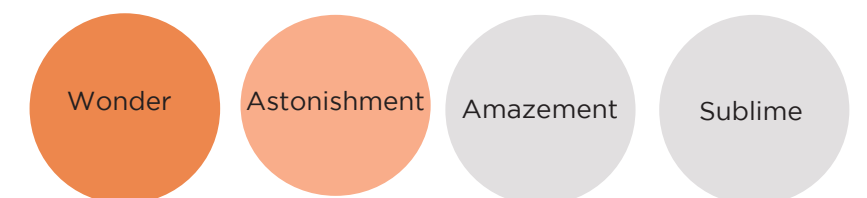
Conditions of Environment
Dim lighting, bright screens, directional lighting



Modes of Wonder

Wonder: The interactive display with much of the work from the museum. Easy to discover to works.

Astonishment: Interactivity between herself and the works of art provides a means for meaningful engagement and developing connections.





Frequent Visitor: Mindy Chao

Wonder as finding new meaning within the expected

Purpose of Scenario:

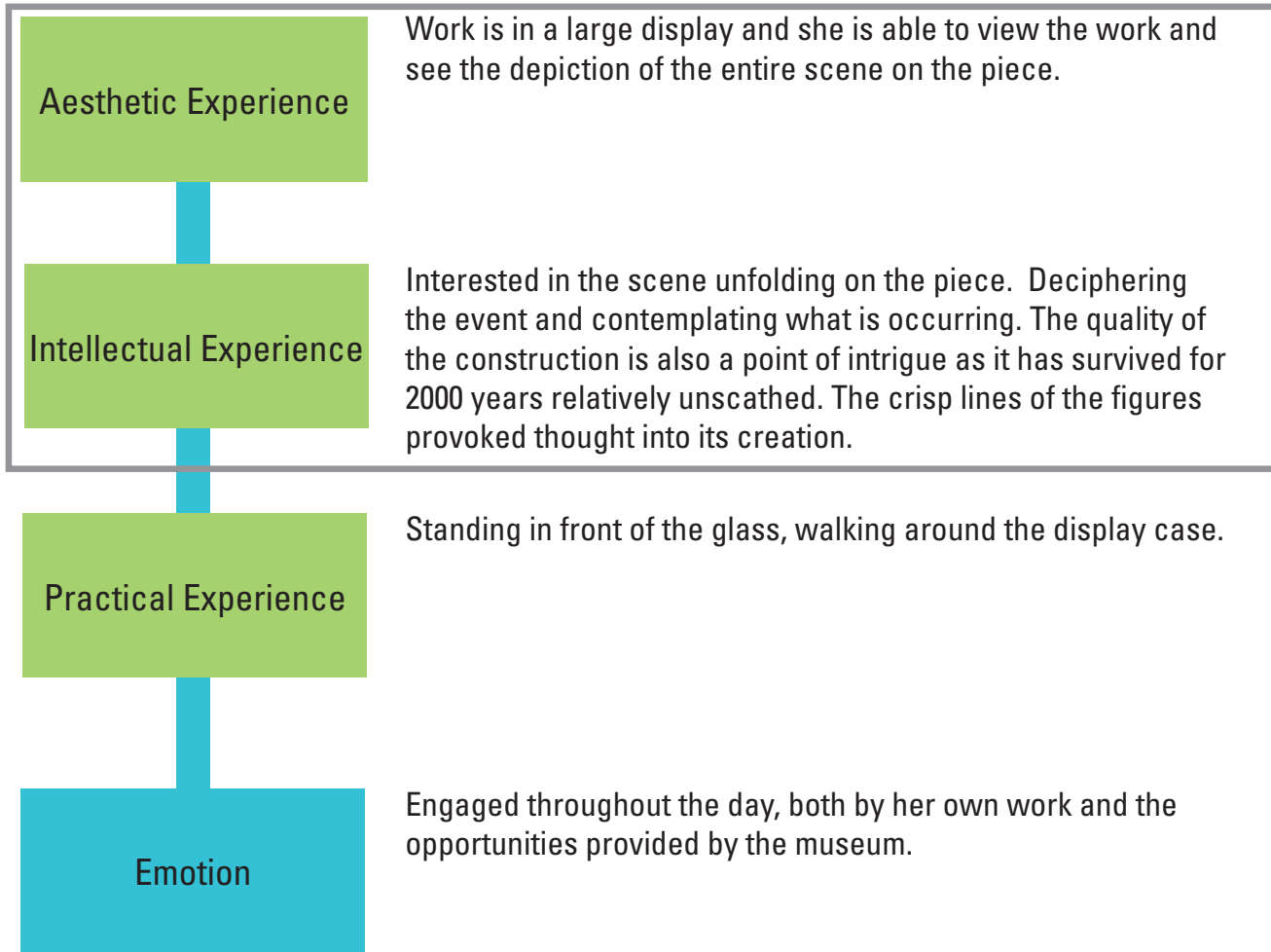
Where do Modes of Wonder occur in experience for the frequent visitor?

Purpose of Visit: Rediscover art at CMA

3. Reconnecting with Art



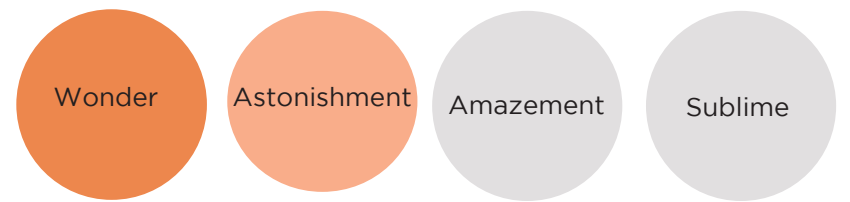
Conditions of Environment
Dim lighting, glass, terracotta, marble, wood



Modes of Wonder

Wonder: Different perspective is gained on Greek terracotta painters through close inspection of the work's details.

Astonishment: The laborious process fostered contemplation of production methods used in modern times and what constitutes quality.





Frequent Visitor: Mindy Chao
Wonder as finding new meaning within the expected

Purpose of Scenario:
Where do Modes of Wonder occur in experience for the frequent visitor?
Purpose of Visit: *Rediscover art at CMA*



1. Atrium as Commonplace

Atrium as Commonplace

Atrium provides a structure of constant change. Evokes wonder for even the frequent visitor, yet still most challenging to trigger initial mode of wonder because found in newness of experience.

Has used CMA for the same purpose for a while, now she wants to reconnect with the art work and branch out to experience CMA in different ways.



2. Gallery One as a Tool for Rediscovery

Gallery One as a Tool for Rediscovery

Gallery One provides unique affordance for engagement with the rest of the museum.

Element of unknown and continuous change is supported through interactions.



3. Reconnecting with Art

Reconnecting with Art

Bridging the gap between Gallery One and works of art.

Desire for seeking new meaning is met through exploration of galleries.

(I) = Initiation
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Wonder as finding new meaning within the expected.

• Necessary to embed aspects of the unexpected into the ordinary moments of experience; repositioning of places.

Moving Forward

Explore how to develop and maintain the Modes of Wonder within experience for the first time, occasional, and frequent visitor

- *What is “wonder” for the first time, occasional, and frequent visitor?*
 - *What initiates wonder?*
 - *Where does wonder occur within experience for the first time, occasional, and frequent visitors?*
- *How can wonder be found in the expected or the ordinary?*
 - *How can wonder be maintained in experience for the first time, occasional, and frequent visitors?*

Semester 3: Speculative scenario development

Semester 4: Testing participants and concept development



Willow Dolman

First time visitor
Exploration of CMA
Initiating Experience



William “Billy” Macintire

Occasional visitor
Continued Learning with CMA
Developing Meaning in Experience



Mindy Chao

Frequent visitor
New experiences with CMA
Finding New Meaning within the Expected

Thank You.



Cleveland Museum of Art
Understanding Visitor Experience
12.8.13

Design as Entrepreneurship:
Connections and Innovative Practices
DES 356X.00

Josette Galiano
Alex Taras

Professor:
Kaja Tooming Buchanan, Ph.D.