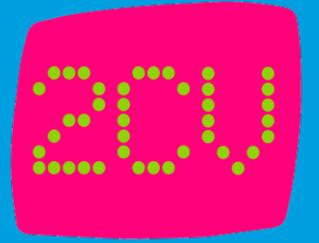


TfL Whiteboard Posters

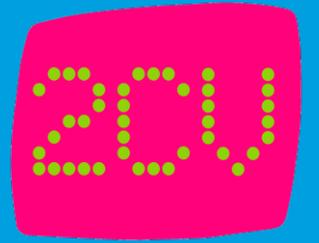
October 2015

Final Debrief

Contents

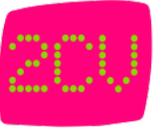


- 1 Background, objectives, methodology
- 2 Understanding the role of whiteboards
- 3 What to say
- 4 How to say it
- 5 Recommendations



Background and Objectives

Background to the Research



London Underground prints a range of whiteboard posters to provide customers with localised and timely information in stations

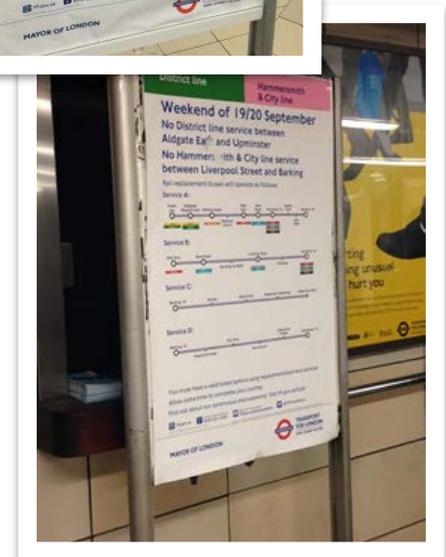
There can be numerous whiteboard posters on display across the network covering messages such as: weekend closures, local events and station maintenance

There is a sense that there may be too many whiteboard posters displaying a variety of critical and non-critical information, with no consistent adherence to style or content guidance

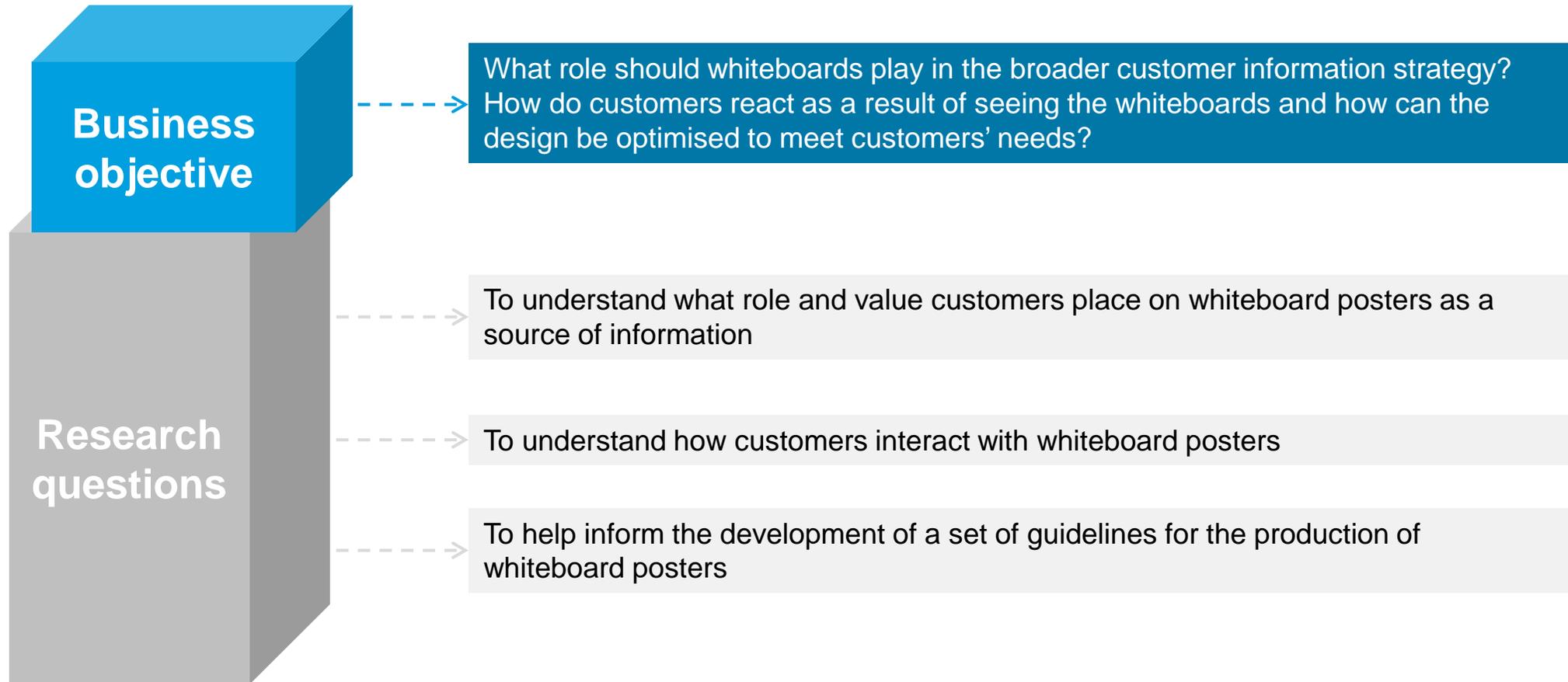
TfL wants to use customer insight to inform the development of a strategy for the use of posters in stations

TfL now wants to **understand customer needs and expectations** from these posters and how the design can be optimised to make it easy for customers to both:

- Attend to the information they need
- Ignore the information they do not need



Objectives



The detailed research questions.....



Role of posters

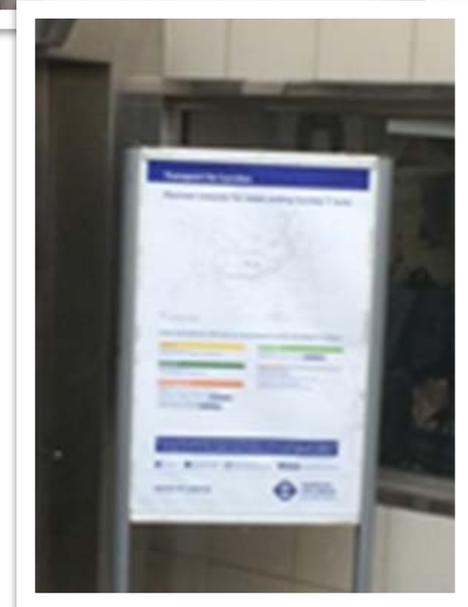
- How are they used by customers and staff?
- Do customers think they are up to date?
- What is the role of posters vs other sources in the station (eg staff, other Customer Information)?
- What types of information are most suitable for this channel?
- How do different types of customers engage with the posters?
- What impact does this information have on customers?

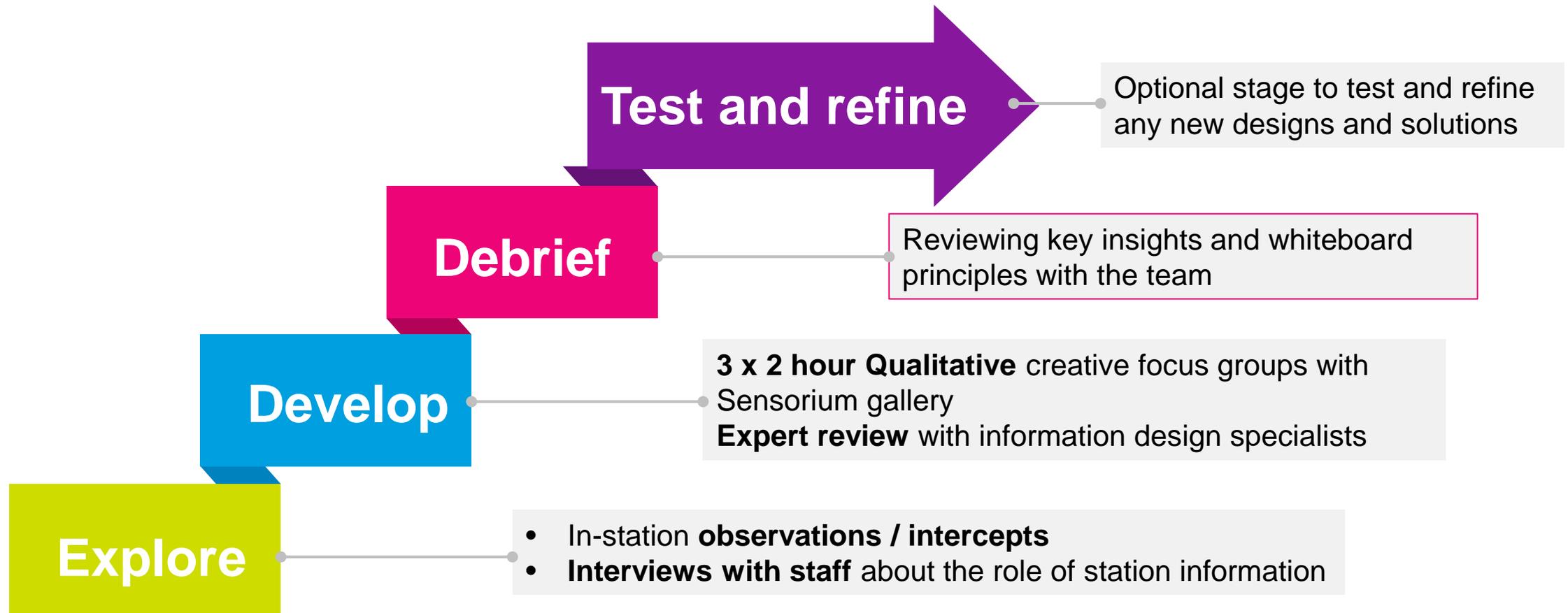
Recall / memorability

- Is the information recalled / acted upon?
- Is the number of types of poster overwhelming? Does it undermine effectiveness?

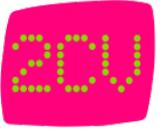
Information / design

- What is the hierarchy of **information** that the customers want to know in their journey?
(eg train not running)
- What are customers' perceptions of whiteboards? Noisy? Handwritten = urgent?
- How much **information** do customers actually need?
- How much **information** can we convey/how much can customers absorb?
- Does the use of images make the **information** more engaging and/or easier to take in?





Whiteboard posters explored as part of the creative groups



London Underground

IMPROVEMENT UPDATE

Victoria line service restored

Walthamstow Central to Seven Sisters

During the three week closure on the Victoria line we made the following improvements:

- removed 1000 tonnes of track bed
- replaced 339 metres of track
- poured 300m³ of concrete
- recycled 90% of scrap and spoil

These improvements will allow us to run up to 36 trains per hour on this line from late 2016.

Thank you for your patience during these works.

Find out about our continuous improvements. Visit tfl.gov.uk/tube

MAYOR OF LONDON **TRANSPORT FOR LONDON**

Jubilee line

Your Jubilee line service this morning

I apologise for the delay to your journeys during the signalling problems earlier.

While this was resolved services were temporarily suspended between Wembley Park and Stanmore.

Automatic refunds will be made to pay-as-you-go customers.

Phil O'Hare
General Manager, Jubilee line
Monday 20 April

MAYOR OF LONDON **TRANSPORT FOR LONDON**

Transport for London

Getting around central London

Walking map

Key bus routes

Ways to pay: Oyster, Contactless, Credit/Debit Card, Travelcards, Bus & Tram Passes, etc.

MAYOR OF LONDON **TRANSPORT FOR LONDON**

Paddington station

Weekend of 26/27 September

For **Edgware Road** – it is a short walk along Praed Street. Alternatively, take bus 27 from stop 1 in Praed Street.

For **Baker Street** – use the Bakerloo line

For **Bayswater** – take any bus from stop 2 in Praed Street to Queensway and it is a short walk from there.

For **High Street Kensington, Notting Hill Gate and Kensington (Olympia)** – take bus 27 from stop 3 in Praed Street.

For **Earl's Court, Gloucester Road and South Kensington** – take the Bakerloo line to Piccadilly Circus for the Piccadilly line.

For **all other stations** - use the Bakerloo line for alternative routes.

You must have a valid ticket before using local/replacement bus services. Allow extra time to complete your journey.

Find out about our continuous improvements. Visit tfl.gov.uk/tube

MAYOR OF LONDON **TRANSPORT FOR LONDON**

District line

Hammersmith & City line

Weekend of 19/20 September

No District line service between Aldgate East and Upminster

No Hammersmith & City line service between Liverpool Street and Barking

Rail replacement buses will operate as follows:

Service A: Aldgate East -> Whitechapel -> Liverpool Street -> Barking

Service B: Hile End -> Bow Road -> Canning Town -> Stratford

Service C: Barking -> Upney -> Beckenham -> Deptford Heathway -> Deptford East

Service D: Barking -> Deptford East -> Elm Park -> Hammersmith -> Upminster

You must have a valid ticket before using replacement/local bus services. Allow extra time to complete your journey.

Find out about our continuous improvements. Visit tfl.gov.uk/tube

MAYOR OF LONDON **TRANSPORT FOR LONDON**

Transport for London

Planned closures for week ending Sunday 27 September

Lines and stations affected by improvement works are shown in colour

Circle line	Greenwich line
Hammersmith & City line	London Overground
Metropolitan line	North London line
Waterloo & City line	Victoria line
Victoria line	Wimbledon line

Find out about planned closures and alternative routes in advance, visit tfl.gov.uk and sign up for our free weekly email or follow us on Twitter: @TFLTravelAlerts

MAYOR OF LONDON **TRANSPORT FOR LONDON**

London Underground

Using a 'London Terminals' ticket on the Tube?

Some 'London Terminals' tickets are currently being accepted at the additional Tube and DLR stations as shown below:

Tickets issued by Southern, Southeastern and Thameslink (south of London) accepted at:

- Blackfriars
- Embankment
- Cannon Street
- London Bridge
- Charing Cross
- Southwark
- Elephant & Castle
- Waterloo

Southeastern tickets will also be accepted on the DLR between Greenwich and Lewisham.

Tickets issued by South West Trains will be accepted on the Jubilee line between Waterloo, Southwark and London Bridge.

To ensure your season ticket opens our gates, speak to your local National Rail ticket office staff, as you may need an updated ticket.

MAYOR OF LONDON **TRANSPORT FOR LONDON**

Transport for London

Drinking alcohol and smoking are not allowed on our services

Drinking alcohol, carrying open containers of alcohol, and smoking, including e-cigarettes, are not allowed on any TFL services.

MAYOR OF LONDON **TRANSPORT FOR LONDON**

London Underground

Busier than usual during Rugby World Cup 2015

Friday 18 and Saturday 19 September

This station will be busier than usual at the following times:

Friday 18 September
1600-1830
2140-midnight

Saturday 19 September
1700-1930
2140-midnight

This is due to the opening ceremony and matches taking place at Twickenham. Please allow more time for your journey. For full details, visit tfl.gov.uk/rugby-travel

MAYOR OF LONDON **TRANSPORT FOR LONDON**

Baker Street station

Going to Rugby World Cup 2015?

The Stadium, Queen Elizabeth Olympic Park

Go to Liverpool Street using Hammersmith & City line, Metropolitan line, Circle line

Then go to Stratford using TfL Rail

Twickenham Stadium

Go to Waterloo using Bakerloo line

Then go to Twickenham using South West Trains

Wembley Stadium

Go to Wembley Park using Jubilee line

MAYOR OF LONDON **TRANSPORT FOR LONDON**

London Underground

Hot weather alert

- Please carry water with you at all times
- Don't get on a train if you feel unwell
- If you feel unwell while on a train, please get off at the next stop and seek help from a member of staff

MAYOR OF LONDON **TRANSPORT FOR LONDON**

Transport for London

In a hurry?)))

Use contactless instead. No need to queue to buy a ticket or top up your Oyster card.

- Just touch in and out on the yellow card readers
- It's the same fare as Oyster
- You'll benefit from daily and Monday to Sunday capping

Start using it today. Search TFL contactless

Each person travelling must have their own contactless payment card.

MAYOR OF LONDON **TRANSPORT FOR LONDON**

Key headlines



Both staff and customers agree that whiteboard posters have the potential to be an important source of customer information in stations

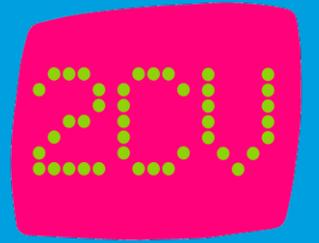
However, currently they lack impact and effectiveness because:

- The information can lack relevance (what, when and where). Too many are left up for too long.
- There is often too much information being conveyed
- There are too many whiteboard posters in stations and often not in an optimal position for customers to act on the information
- There is an inconsistent use and design of whiteboard posters from one to another

TfL would benefit from a new whiteboard poster strategy that sets out the core principles for the channel in order to have **greater impact**, become a **trusted source of information** and **achieve greater consistency** from one whiteboard poster to another

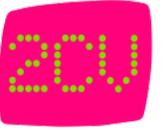
This strategy must set out some clear principles on:

- **What to communicate:** Customers want whiteboard posters to **alert** them to imminent changes that will have an immediate impact on their journeys today, tomorrow or at the weekend. Staff would like a stronger rationale for why posters have been sent to their station and which messages to prioritise week by week
- **How to communicate:** Fewer words, more colour and graphics used to make them more eye-catching and distinctive. Customers would like to see more of TfL's design heritage reflected
- **Where to position:** Staff would benefit from more guidance on where the whiteboard posters should be positioned and the relevant time period for displaying

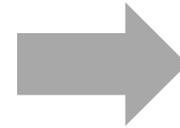


Exploring the role of whiteboard posters

Station environment means it is difficult for customers to process information quickly



STATION FACTORS



CUSTOMER MINDSET



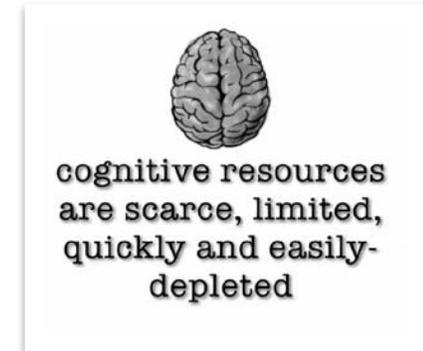
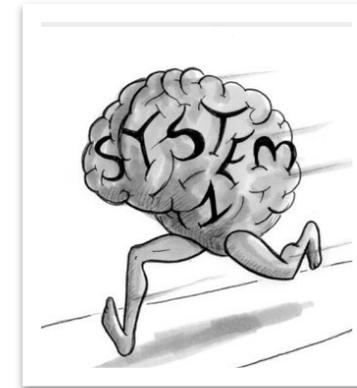
Noise and Stimulation



Overcrowding



Rushing

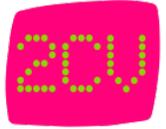


Culture of the Tube/London – survival of the fittest/ not a place to take it slowly

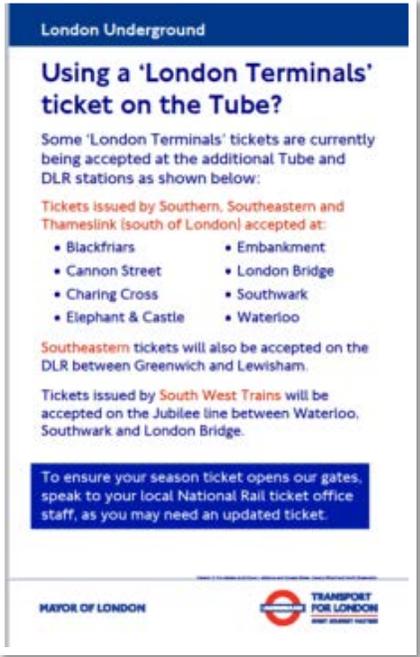
Goal directed behaviour – desire to keep moving and focus on getting there rather than the journey

'When I'm travelling through London I just have my eye on the final destination and ignore everything else!'

Although whiteboard posters have an important role to play, customers and staff feel that it is very easy to ignore them



Messaging lacks relevance



'I have no idea what this is telling me to do'

Not Imminent



'I recently saw a poster warning of wet weather. It had been up there all week and it hadn't rained in days!'

Too much information



'I don't have time to stand and read all this'

Too many posters



'I might take a quick glance, but usually I walk straight past'

It is all too easy to ask staff directly for help

Staff feel that whiteboard posters are a handy aid for them to help them do their job

- Staff will often point to whiteboard posters to support them when customers have queries
- Whiteboard posters diffuse conflict when customers accuse staff of not being informed



However, they all feel that customers are largely reliant on staff for information

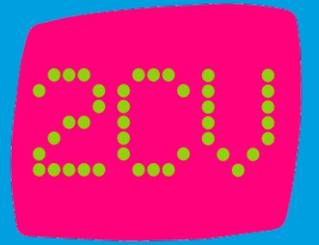
'Customers are asking me about something that is quite clearly spelled out right behind them'

'Having posters up makes our job slightly easier. I can stand by the engineering works poster and use that as an aid to explain what's going on to customers'

'It's important for us to be able to let customers know what is going on at that exact station at a specific time - we still get asked lots of questions but we can point at the poster and say 'Look, it's there'

'If you want someone to ignore information, put it on a poster!'

Though whiteboards do have a role, staff and customers agree they need to change in order to have more impact



What to say

Customers feel that whiteboard posters should be used to primarily alert them to immediate changes in the service



MOST RELEVANT TO CUSTOMERS



MOST RELEVANT TO STAFF

	PLANNED ENGINEERING WORK (LONG-TERM)	STATUS UPDATE / SERVICE CHANGES (SHORT-TERM)	APOLOGIES	SAFETY and SECURITY	EVENT DIRECTIONS	HANDWRITTEN NOTICES
Engineering work		Delays/disruptions/closures that are happening or about to happen Customers want line information to be prioritised over station information	Better suited to channels that can be more personal eg emails/texts	Can often feel like 'common sense' and easily ignored Limited impact in changing behaviour	Local directions to show which exit to take for a special sports event is helpful	Customers like 'thought of the day' as it demonstrates human side to TfL Does not feel appropriate to hand write important information to service changes
		Delays and suspensions Their station information is priority	Nice way to demonstrate customer care			Mixed response – can look unprofessional (if badly written)

'I just want to know what is going on with my specific line. How is this going to affect my journey?'

'Posters alerting customers to changes to the station are important. They always come to us to complain about it and the poster helps point out that we did inform them'

'I like it when there are directions to sports or music events. It shows TfL cares and makes the station easier to navigate'

Short-term status updates and local directions (to events) are the most useful and relevant information to communicate



- Within the station context, customers are **seeking out information** they feel will **directly impact their journey** and may require them to change their journey plans

STATUS UPDATE / SERVICE CHANGES (SHORT-TERM)

Day	Service Update
Tuesday 25 August	Tube services will stop running at around 1830. Services are expected to be busy 1830-1830, so please complete your journey by this time.
Wednesday 26 August	Please Tube services are unlikely to run. Check online for updates.
Thursday 27 August	Tube services will stop running at around 1830. Services are expected to be busy 1830-1830, so please complete your journey by this time.
Friday 28 August	Please Tube services are unlikely to run. Check online for updates.
Saturday 29 August	Tube services will run as planned.

EVENT DIRECTIONS

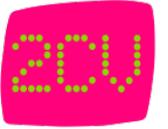
'Engineering works are important to know about – though I would never have time to read this whole poster, it's good to know something is happening and then I look up the details online'

'Info about strikes is really important! It's good to have that initial information on a poster but I suppose you can find it elsewhere'

'It's obviously important to know if a line you use frequently is going to close'

'I love it when they give directions to special events- it really helps to keep everyone moving. This one is particularly nice - It's easy to understand'

Information that does not alert customers of service changes is felt to be less relevant and is generally ignored



Non-urgent information is not felt to be appropriate for whiteboard posters

- The amount of information is distracting and overwhelming
- They can seek it out 'elsewhere' or it feels 'common sense'
- They feel it would be better communicated via another channel (eg text or e-mail)

FARES AND TICKETING



'I don't even know where to begin! I'd never read it!'

STATION SPECIFIC INFORMATION



'This is good to know but I'd rather have an e-mail or text about it or something'

SAFETY AND SECURITY



'I don't need to be told this- I know that!'

APOLOGY



'This is a little pointless. It's a nice sentiment but don't put it on a whiteboard. It feels very self-congratulatory'

It can be difficult for staff to know which messages to prioritise and where best to place them in the station

Message Prioritisation

Staff use a 'common sense' approach built on years of experience and knowledge of the local customer base

Many posters are not relevant to station (and can go straight into the bin)

There is often no rationale from TfL as to why a poster has been sent

Too many in the station



Placement

Often not in optimal positioning for customers to act on

Staff can resort to taping posters on the wall due to lack of space

Often the same posters are next to each other



Upkeep

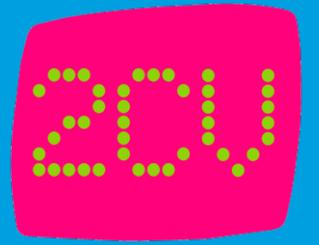
Feel old-fashioned (especially compared to ESUBs) and dated (if kept up too long)

Posters are often kept up because the boards look ugly and unprofessional when empty

Difficult for staff to insert poster into frame (hence why ripped and taped up)



Staff need more guidance on which messages to priorities and where they should be positioned in stations



How to say it

These whiteboard posters are felt to be too wordy and try to convey too much information



King's Cross St. Pancras station



Reduced escalator service
Saturday 18 July until late March 2016

As part of Tube improvements, two of the three escalators between the ticket hall and Victoria line platforms will undergo major refurbishment work.

Each machine will be worked on one at a time. The remaining two escalators will run one in the up direction and one in the down direction.

Find out about our continuous improvements. Visit tfl.gov.uk/tube

MAYOR OF LONDON TRANSPORT FOR LONDON

'I don't blame customers for not stopping to read the poster - some of them are hard to understand! That's why they come to us for help'

London Underground

Using a 'London Terminals' ticket on the Tube?

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To ensure your season ticket opens our gates, speak to your local National Rail ticket office staff, as you may need an updated ticket.

MAYOR OF LONDON TRANSPORT FOR LONDON

'The use of red here seems a bit random. I have no idea what this is trying to tell me'

London Underground



Victoria line service restored

Walthamstow Central to Seven Sisters

During the three week closure on the Victoria line we made the following improvements:

- removed 1000 tonnes of track bed
- replaced 339 metres of track
- poured 300m³ of concrete
- recycled 90% of scrap and spoil

These improvements will allow us to run up to 36 trains per hour on this line from late 2016.

Thank you for your patience during these works.

Find out about our continuous improvements. Visit tfl.gov.uk/tube

MAYOR OF LONDON TRANSPORT FOR LONDON

'Why wouldn't they use the Victoria line colour?'

'I don't really care about how much concrete has been poured!'

Transport for London

Planned closures for week ending Sunday 27 September



Lines and stations affected by improvement works are shown in colour

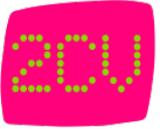
Victoria Line Walthamstow Central to Seven Sisters	Green Line Walthamstow Central to Seven Sisters
Victoria Line Walthamstow Central to Seven Sisters	Green Line Walthamstow Central to Seven Sisters
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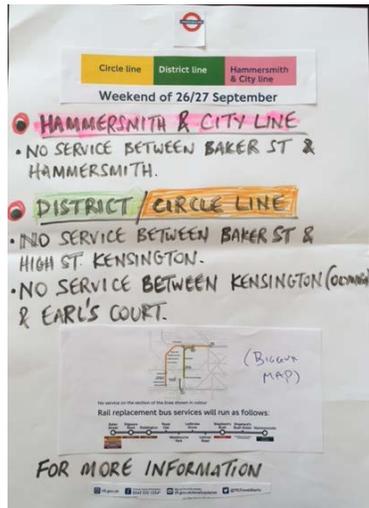
MAYOR OF LONDON TRANSPORT FOR LONDON

'There is just no way I would ever stop and look at this. I don't understand what it's telling me and if I paused for more than a few seconds I would get trampled!'

Visually customers would like to see less words, more colour and graphics

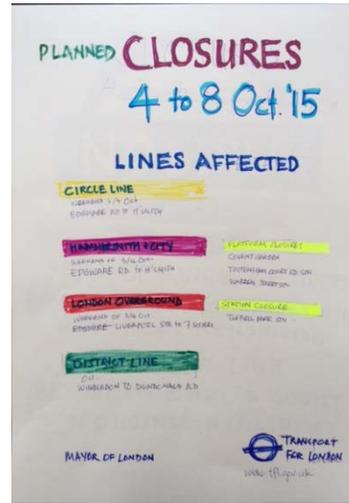


ENGINEERING WORKS



'We decided to use lots of colour to make it absolutely clear which lines we were talking about. No faff- just the facts!'

PLANNED CLOSURES



'We wanted to put the most important info first- closures and dates! Then we made the line information clear by using colour'

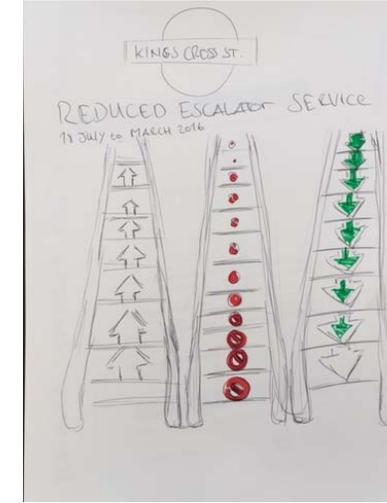


'We cut out a lot of unnecessary info and just stuck to what's important- lines affected and dates'



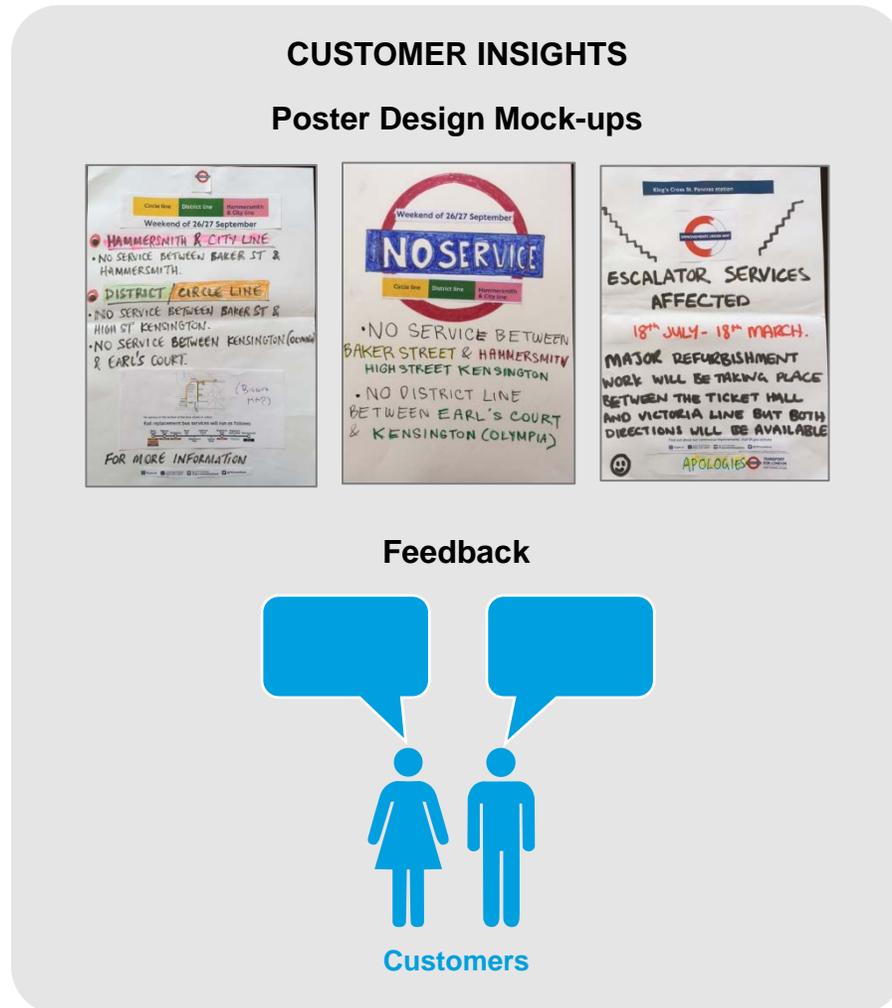
'We thought it was really important to use pictures! People don't have time to read so graphics are key!'

ESCALATOR WORKS



'We tried to highlight the dates by using a different colour'

Design experts identified key principles for effective information design (how to say it)



STRUCTURE

- 1 Clear definition of **information types**
- 2 Unambiguous **message**

HIERARCHIES

- 3 Well-defined **hierarchies**
- 4 Logical **visual structure** of the information

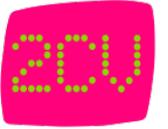
VISUALS

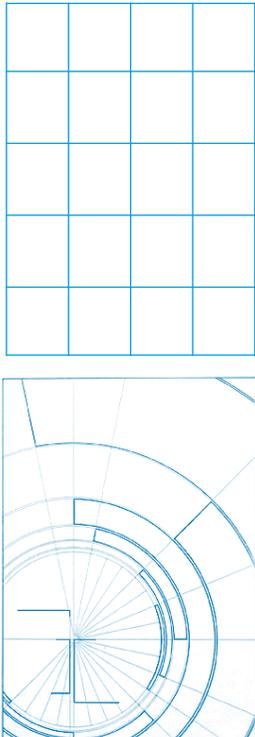
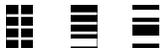
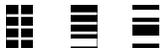
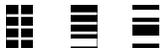
- 5 Appropriate use of **visuals**
- 6 Purposeful use of **visual variables**

PLACEMENT

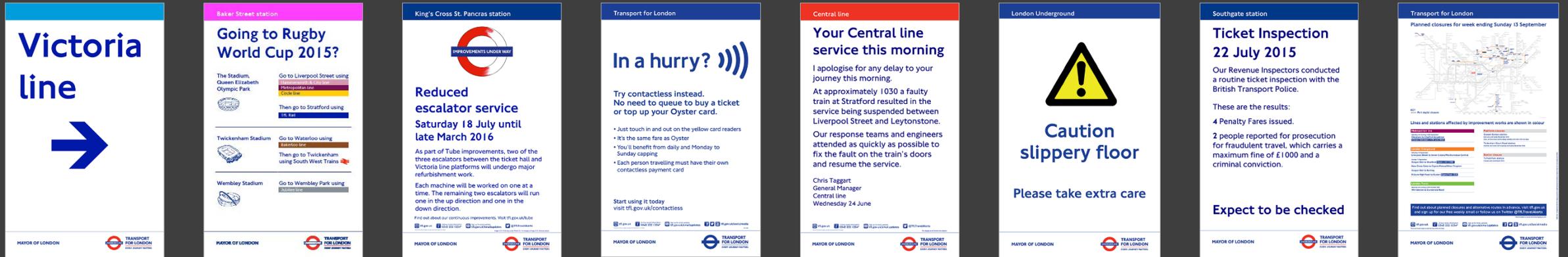
- 7 Optimisation of **performance**

To achieve the greatest impact, information design principles should be considered holistically rather than individually



STRUCTURE	HIERARCHIES	VISUALS	PLACEMENT																																							
<p>1 Clear definition of information types</p> <p>Identify components to be communicated</p> <table border="1" data-bbox="112 582 397 1319"> <tr><td>What Problem</td></tr> <tr><td>When Date/Timeframe</td></tr> <tr><td>Where Line/Station/Network</td></tr> <tr><td>Who Person delivering message</td></tr> <tr><td>Why Explanation</td></tr> <tr><td>How What to do</td></tr> </table>	What Problem	When Date/Timeframe	Where Line/Station/Network	Who Person delivering message	Why Explanation	How What to do	<p>2 Unambiguous message</p> <p>Use clear and direct language</p> <table border="1" data-bbox="448 582 738 953"> <tr><td>Concise</td></tr> <tr><td>Few words</td></tr> <tr><td>Plain English</td></tr> </table>	Concise	Few words	Plain English	<p>3 Well-defined hierarchies</p> <p>Rank by importance or priority</p> <table border="1" data-bbox="784 582 1075 1139"> <tr><td>Primary information eg problems, events, date, location</td></tr> <tr><td>Secondary information eg descriptions, explanations</td></tr> <tr><td>Technical information eg links, logos</td></tr> </table>	Primary information eg problems, events, date, location	Secondary information eg descriptions, explanations	Technical information eg links, logos	<p>4 Logical visual structure of the information</p> <p>Arrange in a systematic way</p> 	<p>5 Appropriate use of visuals</p> <p>Support message with most effective image type</p> <table border="1" data-bbox="1454 582 1745 1319"> <tr><td>REALISTIC</td></tr> <tr><td></td></tr> <tr><td></td></tr> <tr><td></td></tr> <tr><td>DOG</td></tr> <tr><td>ABSTRACT</td></tr> </table>	REALISTIC				DOG	ABSTRACT	<p>6 Purposeful use of visual variables</p> <p>Make content-driven decisions about graphic elements</p> <table border="1" data-bbox="1791 582 2081 1319"> <tr><td>COLOUR</td></tr> <tr><td></td></tr> <tr><td>POSITION</td></tr> <tr><td></td></tr> <tr><td>SIZE</td></tr> <tr><td></td></tr> <tr><td>SHAPE</td></tr> <tr><td></td></tr> <tr><td>ORIENTATION</td></tr> <tr><td></td></tr> <tr><td>TEXTURE</td></tr> <tr><td></td></tr> <tr><td>VALUE</td></tr> <tr><td></td></tr> <tr><td>TYPOGRAPHY</td></tr> <tr><td></td></tr> </table>	COLOUR		POSITION		SIZE		SHAPE		ORIENTATION		TEXTURE		VALUE		TYPOGRAPHY		<p>7 Optimisation of performance</p> <p>Ensure impact of information display in context and use</p> <table border="1" data-bbox="2125 582 2415 1011"> <tr><td>Production eg specifications, output</td></tr> <tr><td>Display eg placement, context, duration, updates/maintenance</td></tr> </table>	Production eg specifications, output	Display eg placement, context, duration, updates/maintenance
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Some whiteboard posters can demonstrate thoughtful application of several information design principles



1 Clear definition of information types

- **Uniform brand elements:** The band across the bottom of every poster with 'MAYOR OF LONDON' and the Transport for London logo ties the whiteboard poster family together and reinforces the institutional presence

3 Well-defined hierarchies

- **General sense of hierarchy with visuals, headers and body text:** Most visual elements are bigger and towards the top of the poster.
- The slightly larger type size helps distinguish header from sub-head and body text.

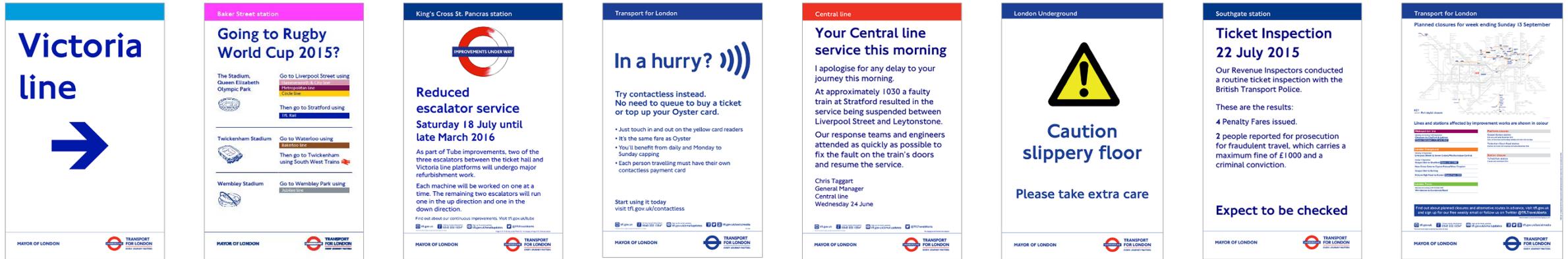
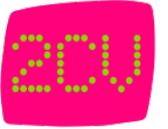
4 Logical visual structure of the information

- **Uniform layout:** Text only or visual only posters have a three-section structure. Posters combining text and visuals have a clear structure.

6 Purposeful use of visual variables

- **Well-established visual system:** The overall 'whiteboard poster' look is recognisable across all examples.
- **Consistent typeface use:** The New Johnston typeface is used exclusively, which ties the posters to the Transport for London visual system.
- **Deliberate colour use:** Nearly all text, symbols, and graphic elements on the posters are Transport for London blue. Underground lines are presented in their respective colours when appropriate.

However, while several areas are working well, further improvement is needed to enhance the effectiveness of all whiteboard posters

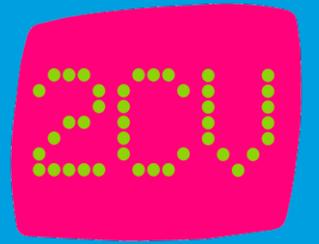


WORKING WELL 

- Simple, minimal visual language
- Consistent typeface use
- Uniform brand elements appear on every poster
- Messages that communicate relevant line information (for journeys happening today or tomorrow)
- Messages that have a punchy relevant headline

 WORKING LESS WELL

- Little and inconsistent use of graphics
- Inconsistent design within same messaging areas
- Too many types of information and too much text makes it easy for customers to switch off
- Ineffective distinction between levels of information
- Unclear reading flow and visual order
- Limited use of visual variables (size, colour, layout, etc.)



Recommendations

Recommendations for TfL's Whiteboard Poster Strategy (what to say)



GENERAL

- Establish a uniform TfL **communication strategy**
- Always consider the **context** eg station environment
- Apply consistent **design decisions** within whiteboard poster types (eg service status updates)
- Bring back TfL's unique **design heritage**
- The busier the station, the higher the information overload. Ensure that the messages are readable in a **single glance** and contain as few elements as possible

INFORMATION TYPES

- Decide what types of information should be **prioritised** for whiteboard posters
- Clearly distinguish different types of information
- Have a cleaner **call to action** so customers know what they need to do

MESSAGE

- **Limit** the amount of text on the poster to allow for more white space, which helps draw attention
- Write clear, concise headings and text focused on **essential information**
- Provide a clearer rationale to staff about why posters have been sent

Recommendations for TfL's Whiteboard Poster (how to say it)



PLACEMENT

- Provide **guidance to staff** on the optimal positioning of message (where it can be seen by all and relevant to action)

STRUCTURE

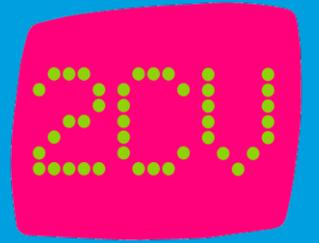
- Make sure that the amount of space between graphic elements in information reflects their importance
- Use layout **consistently**

HIERARCHIES

- **Determine level of importance** before coding information
- **Boldly distinguish** more relevant information from less relevant information (eg placement near top of poster, larger size, heavier font weight, different colour or background)

VISUALS

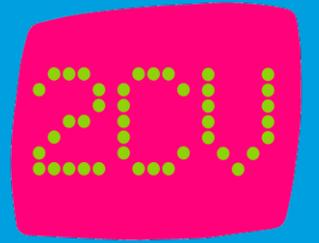
- Use **graphics and icons** to reduce reading time and effectively increase the reader's information processing capacity (eg arrows, bullets, lines, symbols to highlight relevant information)
- Use graphics and icons to increase conspicuity only if they are **familiar to customers** and directly reinforce the content
- Use visual elements that are **interesting enough to get attention**



Appendix

Information design specialists

- **Sheila Pontis** is an information design consultant, researcher and educator with over 14 years of experience, specialising in understanding how people make sense of, seek, use and interact with information. Sheila will bring to this project vast experience in information design, and expert knowledge on understanding ways of improving the visualisation of information. Her work bridges information design, information behaviours, and sense-making and is informed by her prior work as a researcher (UCL, Elsevier) as well as her PhD thesis in which she developed guidelines to assist designers through decision-making, conceptual design, analysis, and information organisation.
- **Michael Babwahsingh** is an information designer with over 15 years of experience. He has worked on solving information design challenges ranging from corporate strategy development and change management to learning experiences and communication system design. Michael has worked with for-profit and non-profit clients alike, including Pfizer, Wells Fargo, Liquidnet, Markets for Good, Sermo, and the American Human Development Project.



Thank you

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