Aptitudes and attitudes to surf the Digital Transformation

Pushing transformation in museums through digital

Conxa Rodà
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From a Museum - TEMPLE...

Museu Nacional d’Art de Catalunya, Barcelona
... to a SOCIAL Museum
YOU KNOW NOTHING JON SNOW
Digital Transformation: **ubiquity**

From the digital presence concentrated on the website

To a **diversity of platforms, devices and channels**

For multiple **audiences**
Accelerated Transformation

20 Years Later, All of These Fit in Your Pocket

Source: incipy
Digital Transformation

Organisation
Strategy
Audiences
Content
Technology
“Digital transformation is first and foremost cultural and organisational”

Gerry McGovern
Digital Transformation _ Organisation

- transforms processes of working
- from siloes to cooperation
- requires training / new roles
- alters organisational structures
Is not just that Digital requires organisational change. Is that the organisational change needed to evolve museums for the new audiences’ needs, is pushed and facilitated by digital...
Digital Transformation =

ATTITUDES +

APTITUDES
Mapping Digital Competences

Source: Kirsti Ala-Mutka, 2011  
https://www.slideshare.net/eraser/mapping-digital-competences-informe
3 main gaps in digital transformation

Figure 11: Organizational gaps in digital transformation

- **Missing Skills**: 77%
- **Culture Issues**: 55%
- **Ineffective IT**: 50%

*Note: Percentage of firms encountering gaps in skills, IT or culture as mentioned by their executives. Some firms are encountering more than one gap.*

Source: MIT Center for Digital Business and Capgemini Consulting (2011) *Digital Transformation: A Road-Map for Billion-Dollar Organizations*
Resistance to change

https://www.pinterest.com/aafkescheltens/change-management/
Cooperation needed

Success is Teamwork!

Source: https://es.pinterest.com/explore/teamwork
Digital is not a one-person task!

Digital Transformation

STRATEGY before TECHNOLOGY
Digital Transformation Strategy

Analyze
Define goals
Set priorities
Communicate
Evaluate
Questions

Why?
- mission
- objectives
- values

- For whom?
  - audiences

- What
  - assets
  - outreach
  - engagement

How?
- content
- channels
- platforms

Post-its_ Workshop run at @MuseuNac_Cat
Are we **unique** in what we do?

“you’ve got to start with the customer experience and work backwards to the technology”

Steve Jobs, 1997

“A customer obsession begins with **constantly thinking about the customer**, rather than constantly thinking about the design, the content, the code, the process, or your boss”.

“**Think customer, not digital.** Digital is just a form. The focus of customer experience should be customers”.

Gerry McGovern, 2017, 2018
Do we know our audiences?
Studying the Analytics =

making less intuitive and more data-driven decisions

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Percepción vs. conocimiento

Allen, Reichheld, Hamilton and Markey (2005) Closing the delivery gap: How to achieve true customer-led growth

80% of CEOs believe they offer a superior customer experience. Only 8% of their customers AGREE.2

2. ‘Closing the delivery gap,’ James Allen, Frederick F. Reichheld, Barney Hamilton and Rob Markey; Bain and Company

From www.syngro.com
CONTENT AS A CONNECTION DRIVER

Connect -> Content
Content -> Audiences
Audiences -> Knowledge

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Content

relevant, contextual
user-focused
centers as “media” organisations
new formats:
storytelling, VR, gamification
content strategy
Why is Content Strategy important for my organisation?

Because...

- we have tons of existing content
- created by multiple people / departments
- delivered in diverse channels / formats
- lacking consistency
- we need to optimize time and resources
- we need to clarify workflows
- involve the rest of the organisation
Consider ALL types of Content
Online / offline

- E-MAIL NEWSLETTER
- PRINT
  PDFs (catalogues, Annual reports) Available online
- USER GENERATED CONTENT (UGC)
- SOCIAL MEDIA
- WEB BLOG
- MOBILE
- INTERACTIVES QUIZZES, GAMES AUDIOGUIDES

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The beauty / effectiveness of simplicity

Source: www.ishmaelscorner.com/five-storytelling-techniques-to-give-business-communications-liftoff/
UniqueVisitors, a participatory app

create a tour

Planifica la teva visita
Plan your visit
Plànols del museu
Museum maps
Rutes curtes o llargues
Short & long tours

www.uniquevisitors.me

or just follow one!
Digital challenges

- digitising (still!)
- + content + multichannel
- + analytics
- better data integration
- greater integration online / onsite

INTERNAL:

- resistance to change
- culture of sharing and open
- training
DIGITAL ENGAGEMENT IN CULTURE, HERITAGE AND THE ARTS

Jasper Visser / Jim Richardson

Digital engagement framework version 3

**Reach**
Reach is about connecting with your audience for the first time. Advertising, PR, social buzz. Where do you reach your audience, and how do you make this happen?
Refer to the Engagement phases framework for a deep dive into reach and engage.

**Assets**
What are your assets?
How do you create value for your audience?
Refer to the Value creation model for a deep dive into assets.

**Information**
What data, content and information do you need for your activities?
E.g. your content strategy, statistics.

**Technology**
What infrastructure (IT, platforms, services) do you need for your activities?
E.g. a website, app and social media.

**Processes**
What ways of working do you need to make your activities successful?
E.g. hire a new content producer.

**Audience**
Who are your audiences (both those you reach and those you don't).
What are their objectives, interests and values?
What are their resources?
Refer to the Value creation model for a deep dive into audiences.

**Engage**
Engage is about developing the relationship between you and your audience, through content and interaction, into one where you both get value out of your work together.
Refer to the Engagement phases framework for a deep dive into reach and engage.

**Objectives**
What are your KPIs and when are you successful?
E.g. increase traffic to website, improve conversion, build a database of email addresses.

**Co-created value**
What is the value you want to create for all stakeholders involved?
Refer to the Value creation model for a deep dive into value.

**Trends**
Which trends and developments affect your organisation and its activities?
E.g. increase in mobile usage, changing audience expectations.

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UX Recommended reading

10 Great UX books that should be on your reading list
www.uxforthemasses.com/recommended-ux-books/

+ User Experience Revolution
Paul Boag

+ Creating the Visitor-Centered Museum
Peter Samis and Mimi Michaelson
WE HAVE A STRATEGIC PLAN

IT'S CALLED DOING THINGS.
Obrigada!
Gràcies!
Thank you!

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Photo: Museu Nacional d’Art de Catalunya, by maguilor, Instagram