

Aptitudes and attitudes to surf the Digital Transformation



MUSEU
NACIONAL
D'ART DE
CATALUNYA

Conxa
Rodà
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Pushing transformation in museums through digital

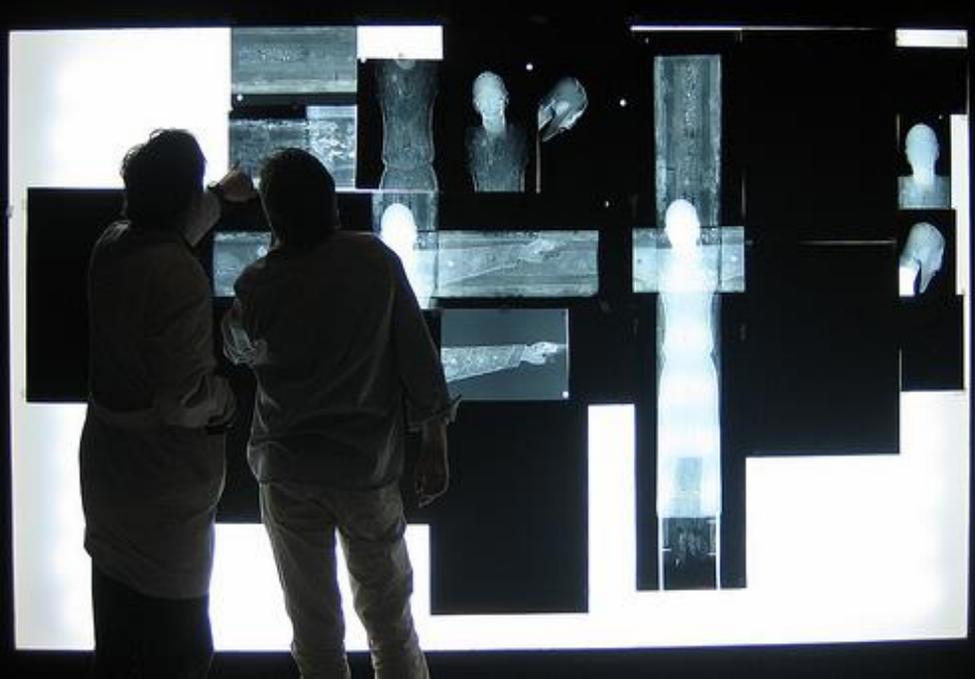
From a Museum - TEMPLE...

Museu Nacional d'Art de Catalunya, Barcelona





... to a **SOCIAL** Museum



A close-up portrait of Jon Snow from Game of Thrones, looking directly at the camera with a serious expression. He has long, dark, wavy hair and a light beard. The background is a soft, out-of-focus blue and white, suggesting a snowy or icy environment. The text is overlaid on the left side of the image.

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



Experience
Engagement
Storytelling
Digital Transformation
Interaction
Transparency
UX
Data-driven
Open Content
Content
Users
Digital Strategy
Social
Visitors
Networking
Hyperconnectivity
Big Data
Public Web Analytics
Gamification
Participation
Share
Mission
Innovation
Organisational Change
Making Connections

Digital Transformation

Organisation

Strategy

Audiences

Content

Technology



“Digital transformation is first
and foremost **cultural** and
organisational”

Gerry McGovern

Gerry McGovern (2016). [Collaboration and leadership everywhere](#)

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



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Digital Transformation =

ATTITUDES +

APTITUDES

Digital Capability Framework - Building Block 1

- Digital Capabilities



From the book *Digital Enterprise Transformation* by Axel Uhl & Lars Alexander (2014) reviewed at <https://www.linkedin.com/pulse/20141109151025-3192694-digital-enterprise-transformation-book-review>

Mapping Digital Competences

Mapping digital competences. Informe

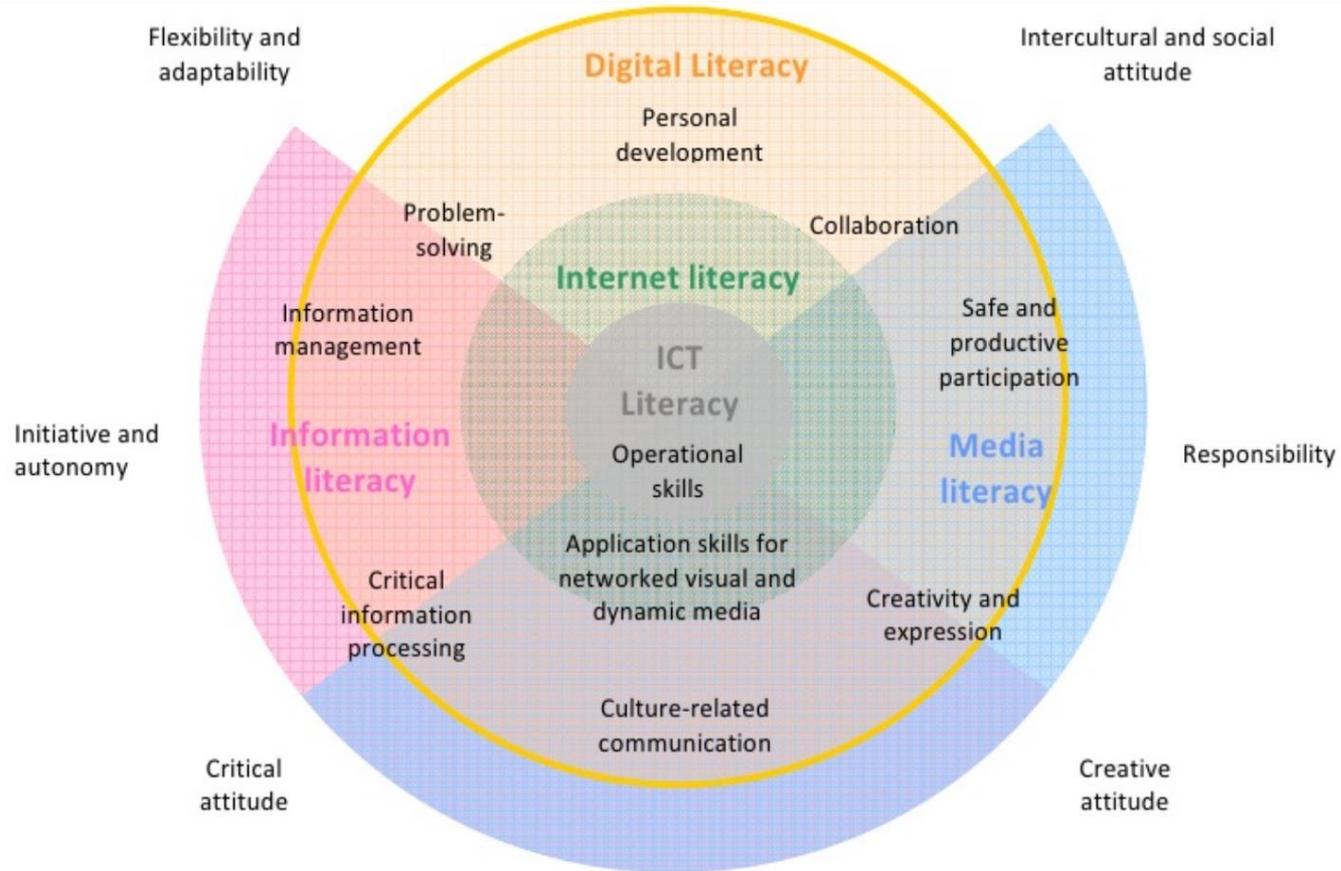
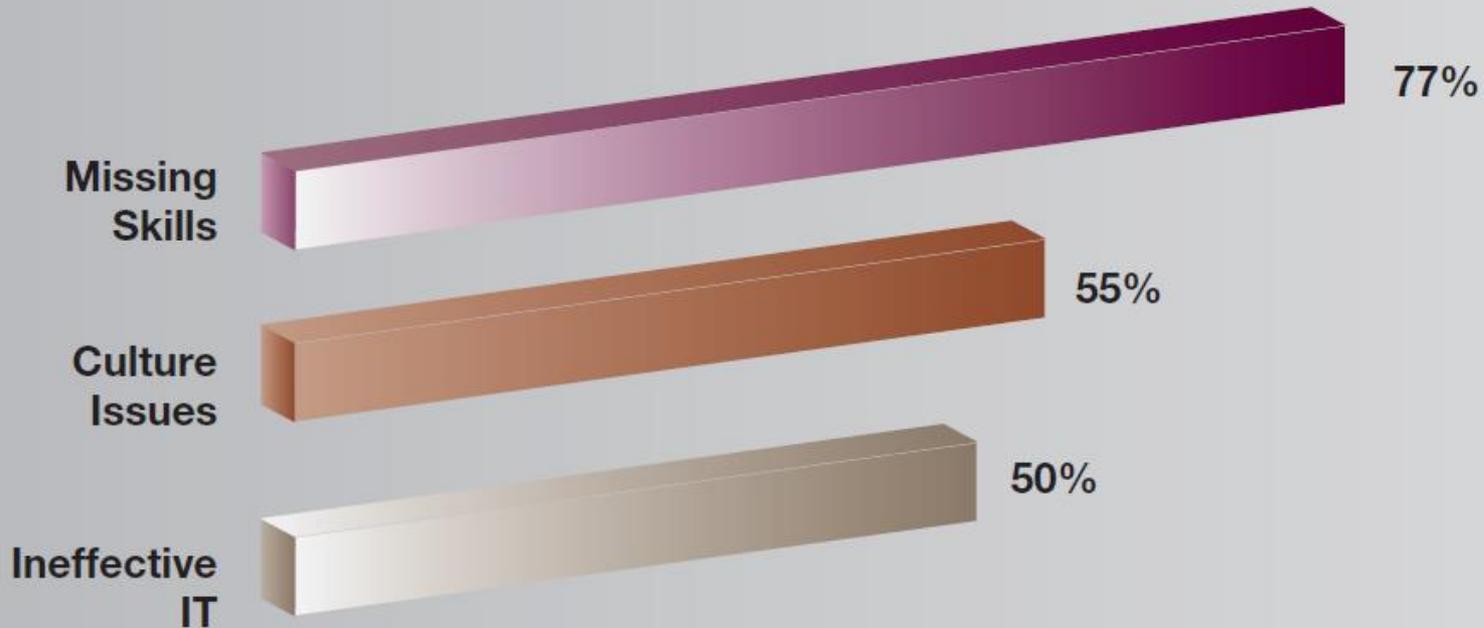


Figure 3: Digital Competence Indicators for 21st century

3 main gaps in digital transformation

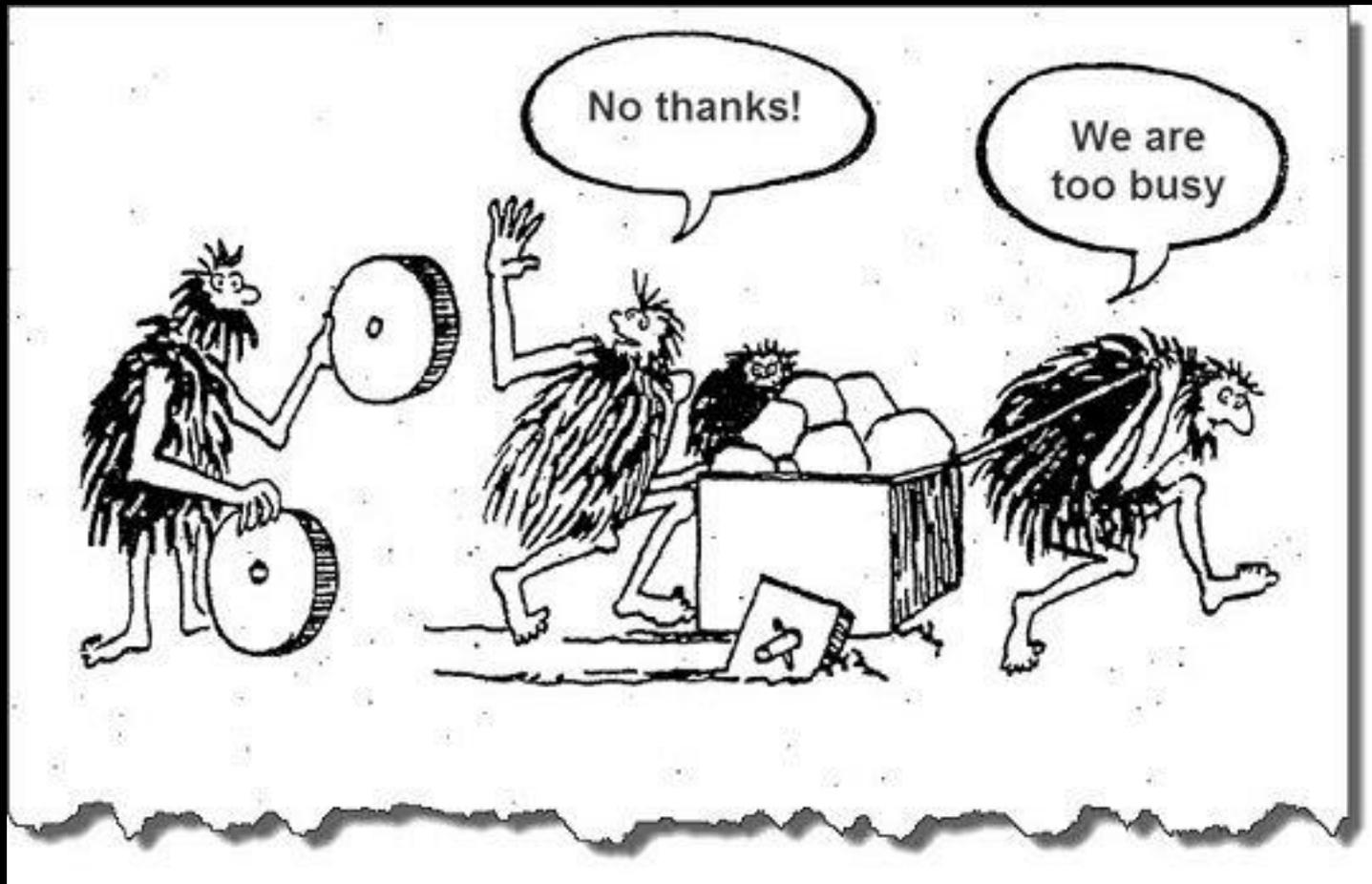
Figure 11: Organizational gaps in digital transformation



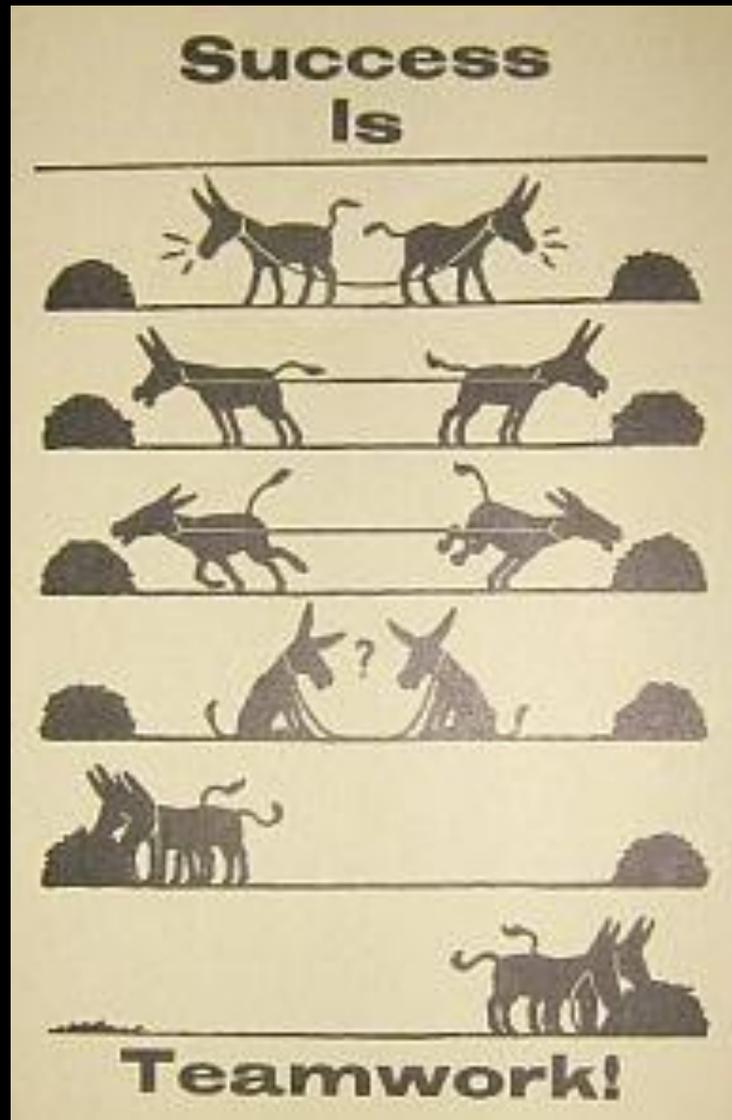
Note: Percentage of firms encountering gaps in skills, IT or culture as mentioned by their executives. Some firms are encountering more than one gap.

Source: MIT Center for Digital Business and Capgemini Consulting (2011) [Digital Transformation: A Road-Map for Billion-Dollar Organizations](#)

Resistance to change



Cooperation needed



Source: <https://es.pinterest.com/explore/teamwork>

Digital is not a one-person task!



Digital Transformation

STRATEGY before TECHNOLOGY

Digital Transformation_Strategy

Analyze

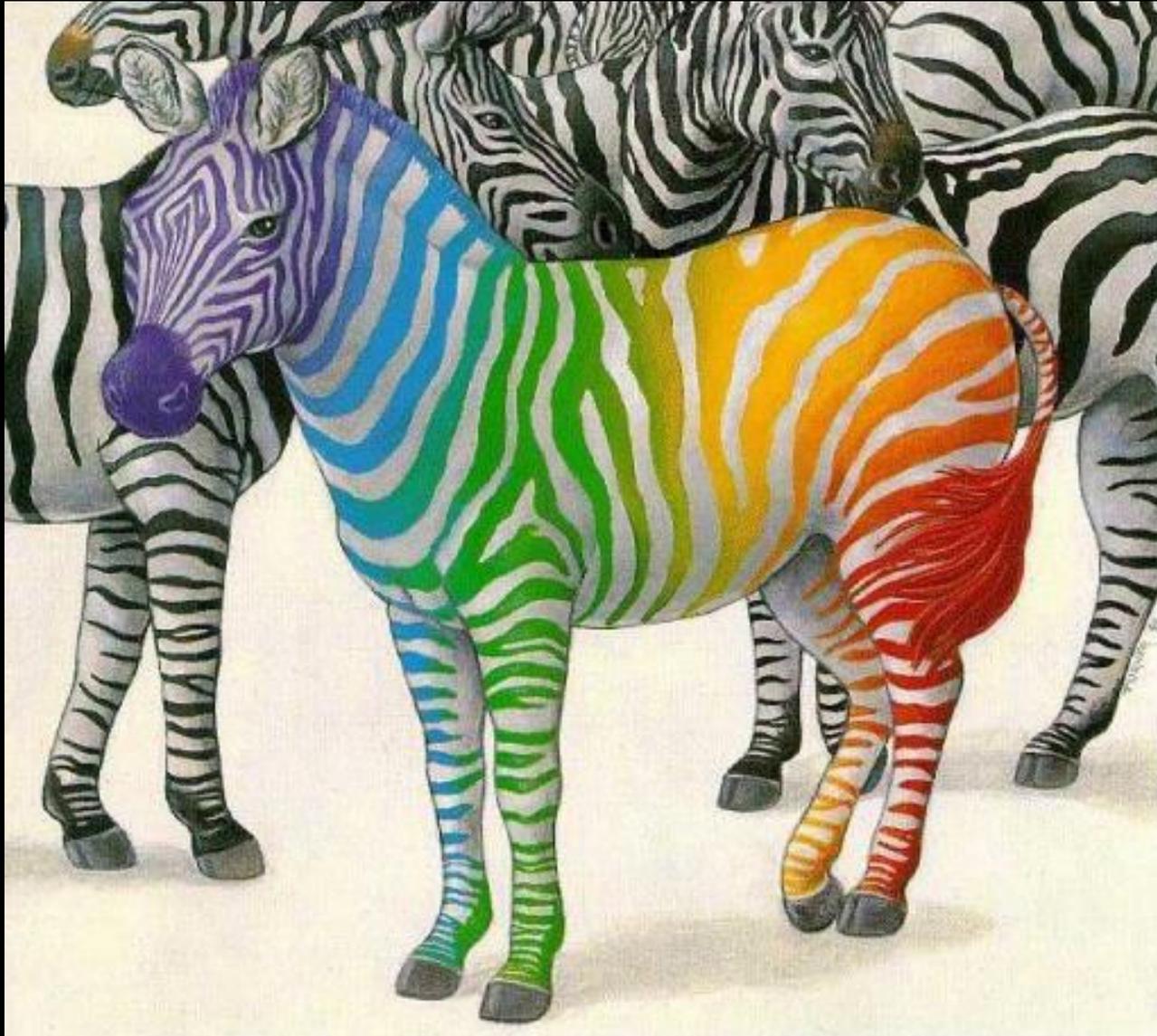
Define goals

Set priorities

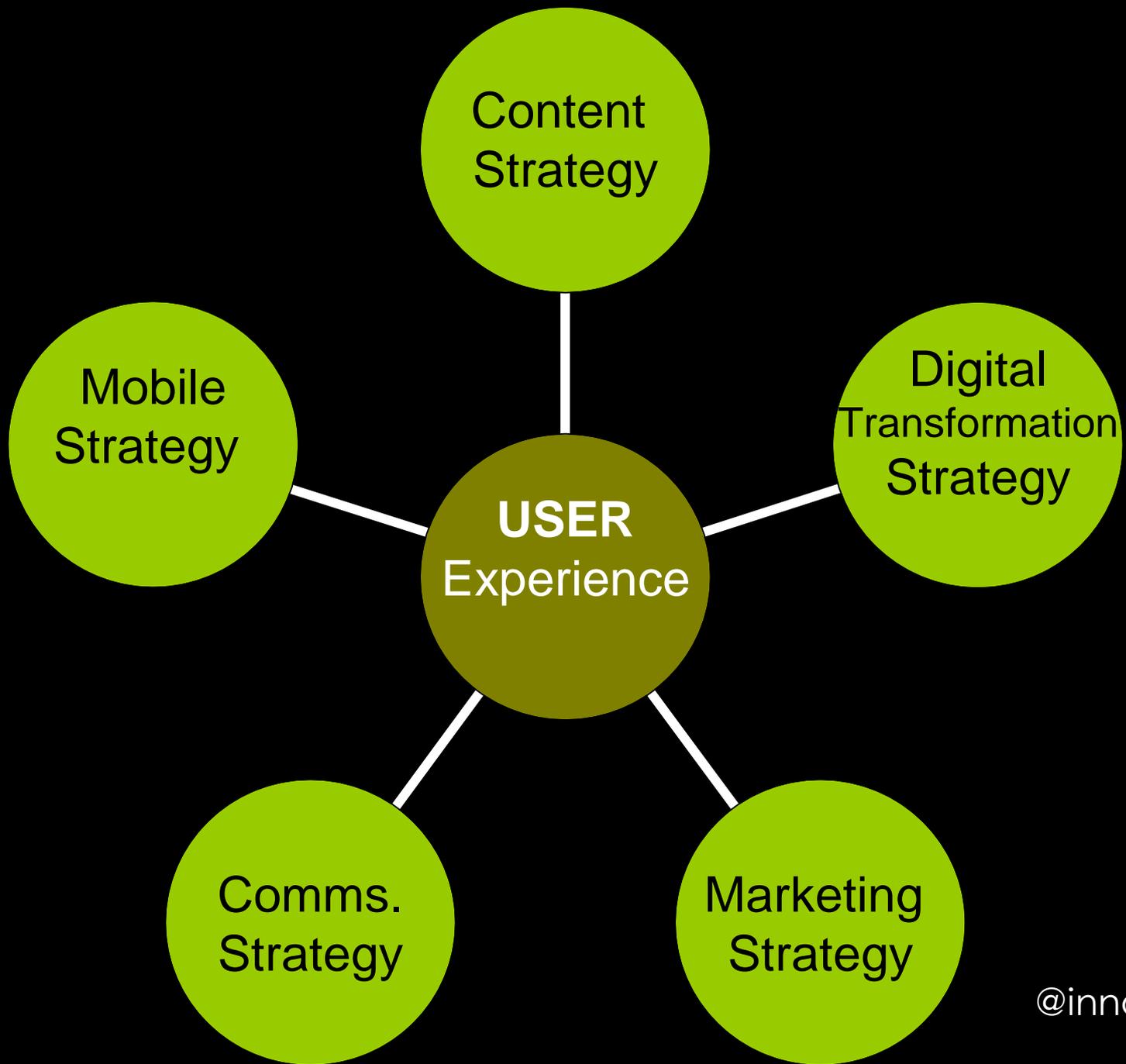
Communicate

Evaluate

Are we **unique** in what we do?



Source: <http://pixshark.com/quotes-about-being-different-and-standing-out.htm>



“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?



Image: www.friendfiler.com/targeting-social-media-audience/

Studying the Analytics =

making less intuitive and more
data-driven decisions

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Percepción vs. conocimiento



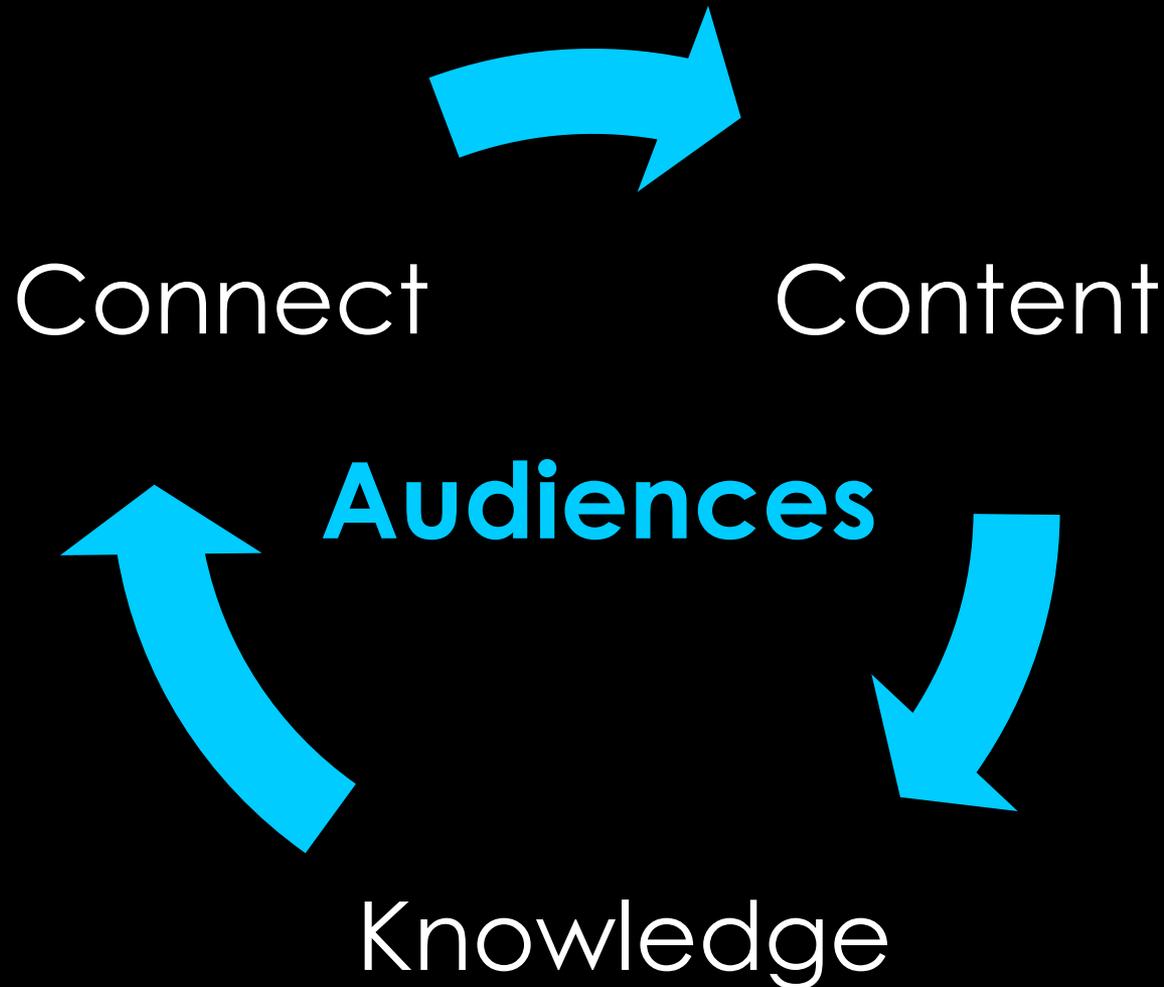
Allen, Reichheld, Hamilton and Markey (2005) *Closing the delivery gap: How to achieve true customer-led growth*
www.bain.com/publications/articles/closing-the-delivery-gap-newsletter.aspx



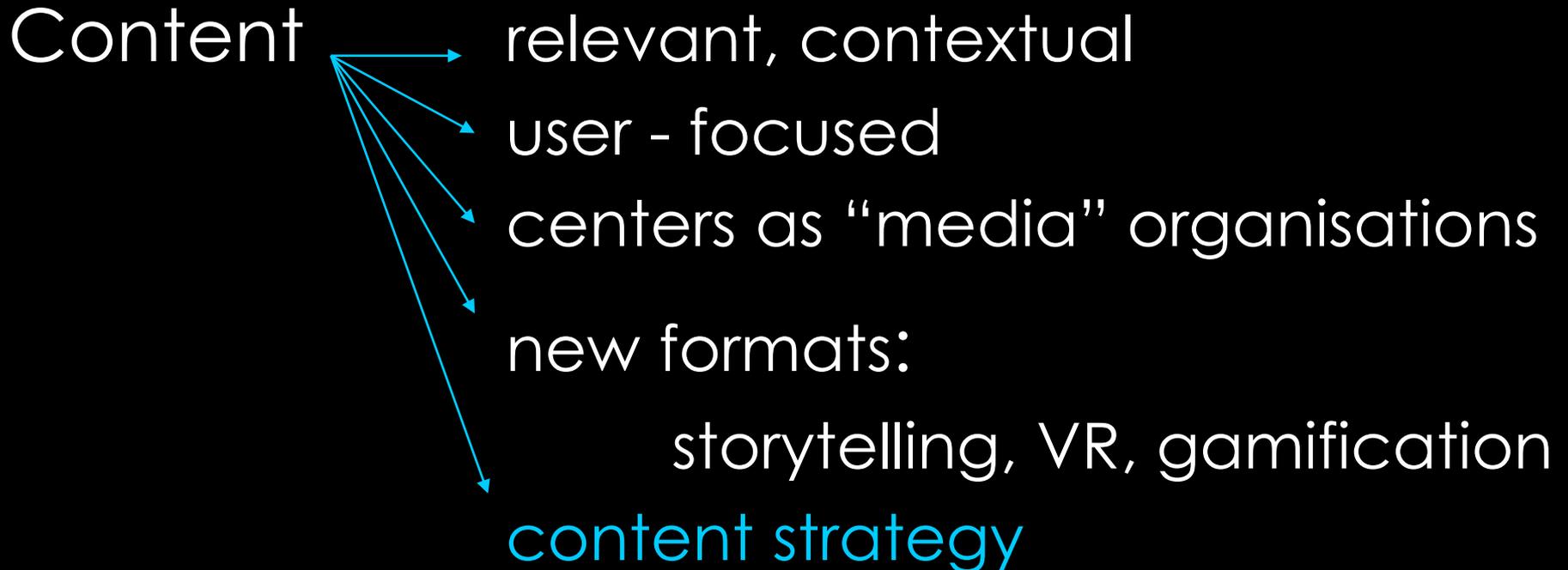
80% of CEOs believe they offer a superior customer experience. Only **8%** of their customers **AGREE.**²

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

CONTENT AS A CONNECTION DRIVER



Digital Transformation_Content Strategy



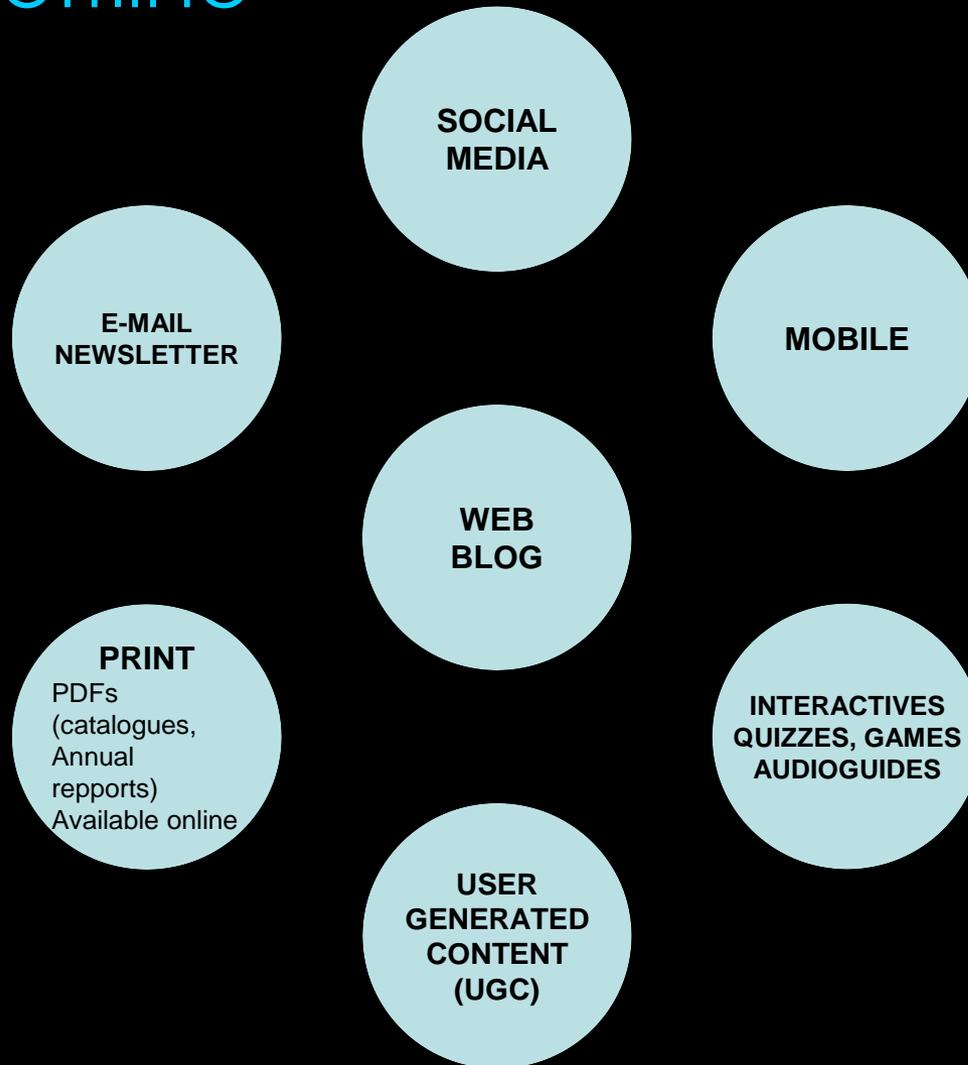
Why is Content Strategy important for my organisation?

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



The beauty / effectiveness of simplicity



Source: www.ishmaelcorner.com/five-storytelling-techniques-to-give-business-communications-liftoff/

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English
Català
Español



FREE APP!



UniqueVisitors, a participatory app

www.uniquevisitors.me



Planifica la teva visita
Plan your visit



Plànols del museu
Museum maps

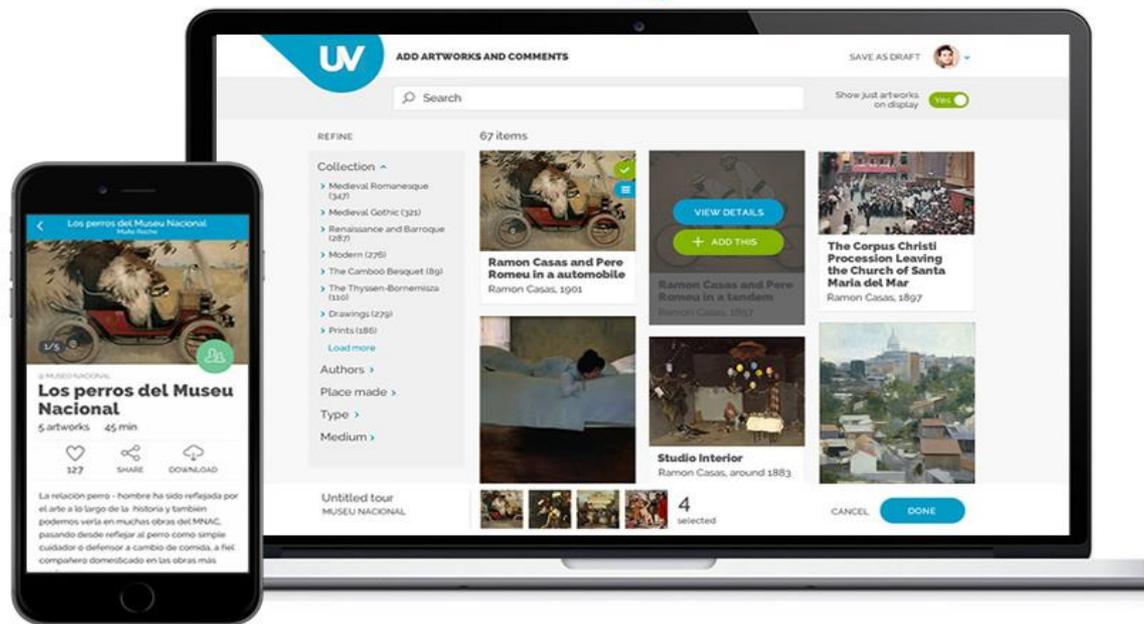


Rutes curtes o llargues
Short & long tours

UV UniqueVisitors

MUSEU NACIONAL D'ART DE CATALUNYA

create a tour



or just follow one!

Digital challenges

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

INTERNAL:

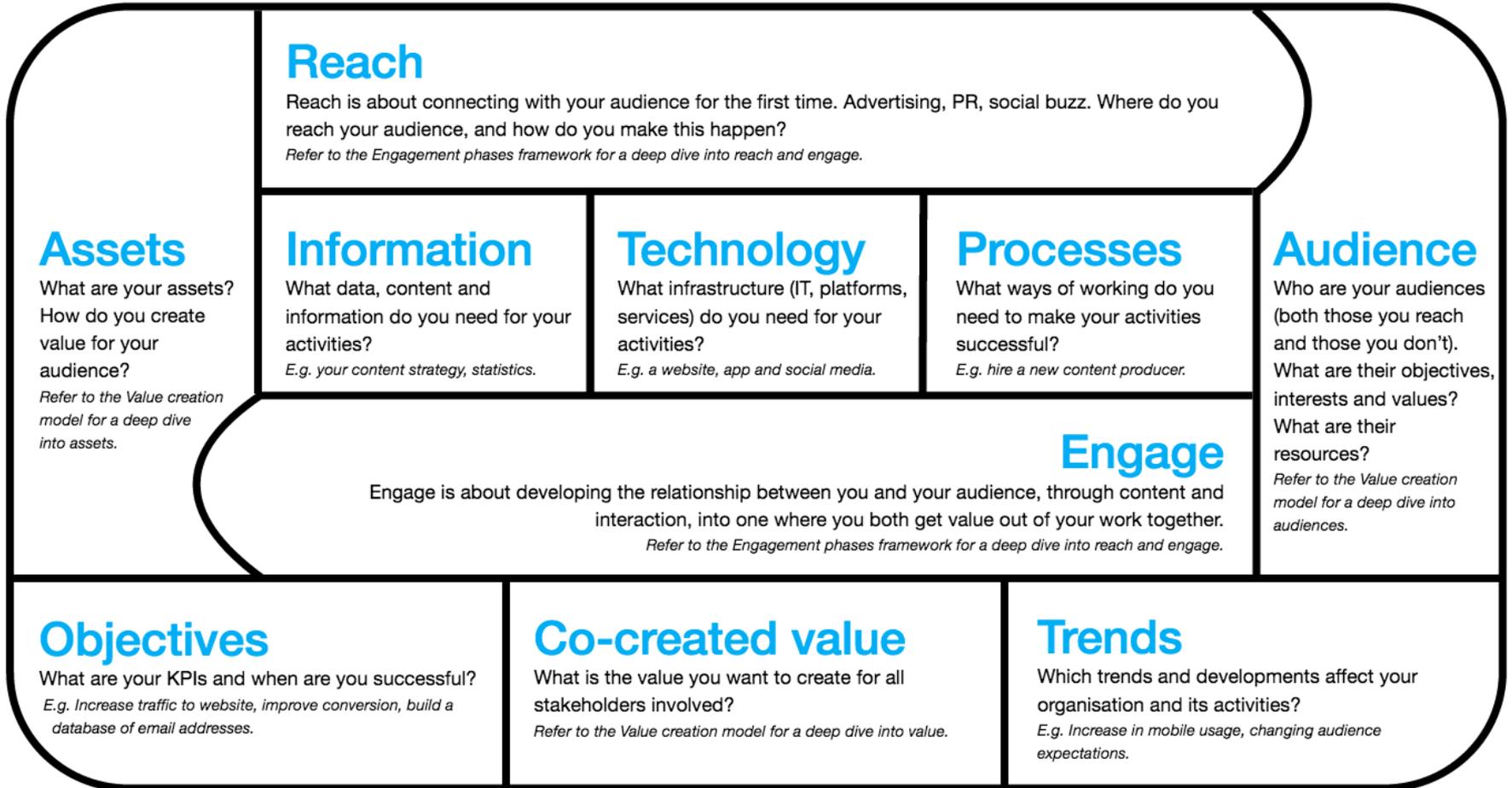
- resistance to change
- culture of sharing and open
- training



DIGITAL ENGAGEMENT IN CULTURE, HERITAGE AND THE ARTS

Jasper Visser / Jim Richardson

Digital engagement framework version 3



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.**

MUSEU
NACIONAL
D'ART DE
CATALUNYA

Obrigada!
Gràcies!
Thank you!

Conxa Rodà
[@innova2](#)

www.museunacional.cat

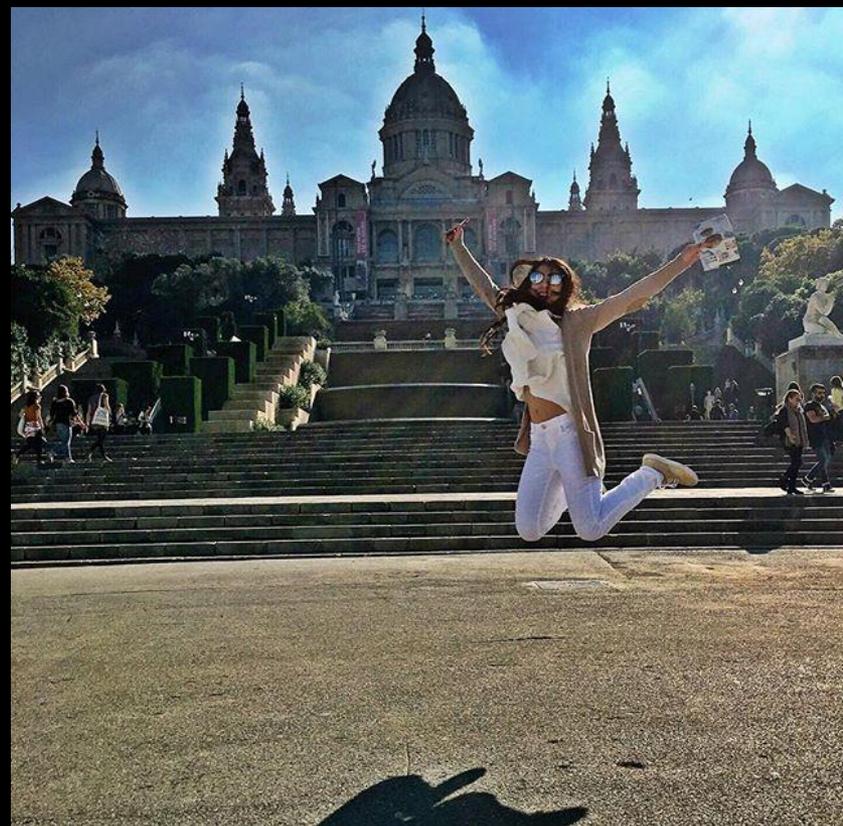


Photo: Museu Nacional d'Art de Catalunya,
by [maquilor](#), Instagram