



ReInHerit WEBINAR



ReInHerit

“Collaboration in digital heritage: networks, resources, and digital strategies development”

10 March 2023 | 3:00-4:00 pm (CET)





Collaboration in digital heritage: networks, resources, and digital strategies development

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ReInHerit Webinar, 10.03.2023

Developing sustainable digital strategies

- Why develop a digital strategy?
- How to start?
- What to include?
- How to evaluate it?
- Where to find more resources?

What I will not focus on: digital strategies in relation to developing ticketing services, in-house management and admin tools, marketing.

Why a digital strategy?

- To have a strategic plan, informing any digital activity
- To set guidelines and objectives for a sustainable digital practice
- To digitise the collections according to common standards
- To valorise the collections, promote exhibitions and events
- To make the collections accessible to a broader audience and encourage engagement
- To effectively communicate online
- To set ways of measuring the success of online content and improving the online presence of the organisation

Why now? The experience of the pandemic

- 90%+ of museums worldwide closed (UNESCO)
- Digital activities increased:
 - ICOM (Spring 2020): + 15% worldwide
 - NEMO (Spring 2020): “4 out of 5 museums have increased their digital services”
 - ICOM (Autumn 2020): “ Compared to our first survey, online activities have increased further, and in particular the percentage of institutions that have created new digital communication channels after the lockdown started.”
 - NEMO (Winter 2021): “Of the responding museums, 93% have increased or started online services during the pandemic”

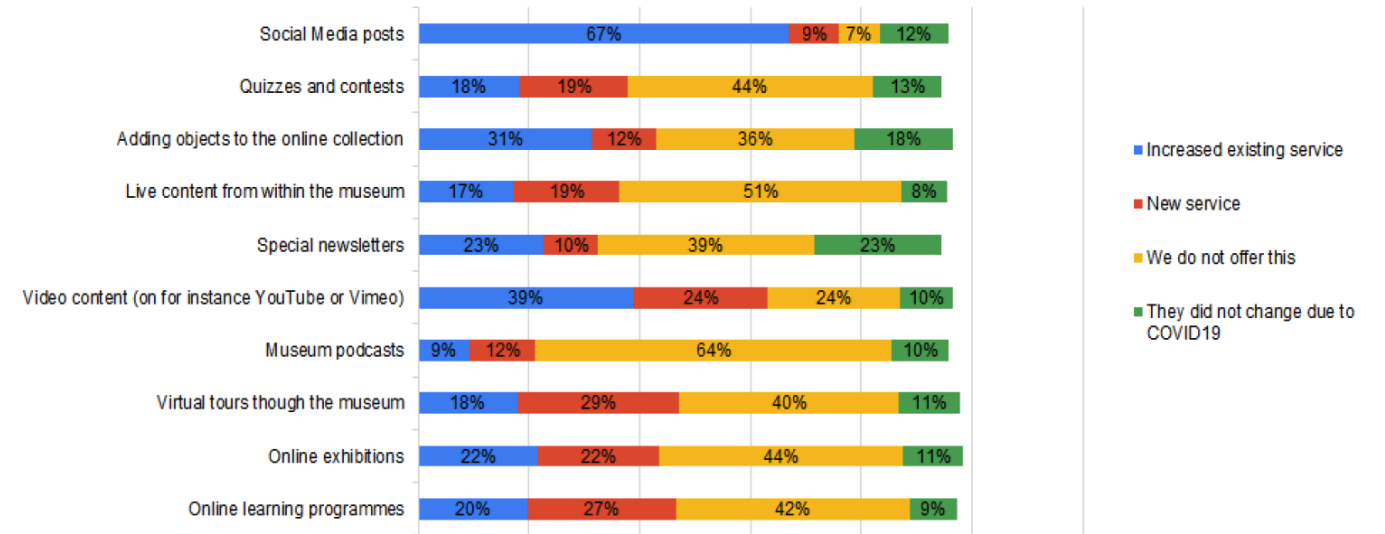
BUT

UNESCO: only 5% of museums in the developing world have offered digital content

Surveys

- ICOM: [1st survey](#); [Follow-up survey](#)
- NEMO: [1st survey](#); [Follow-up survey](#)
- UNESCO: [1st report](#); [Follow-up report](#)

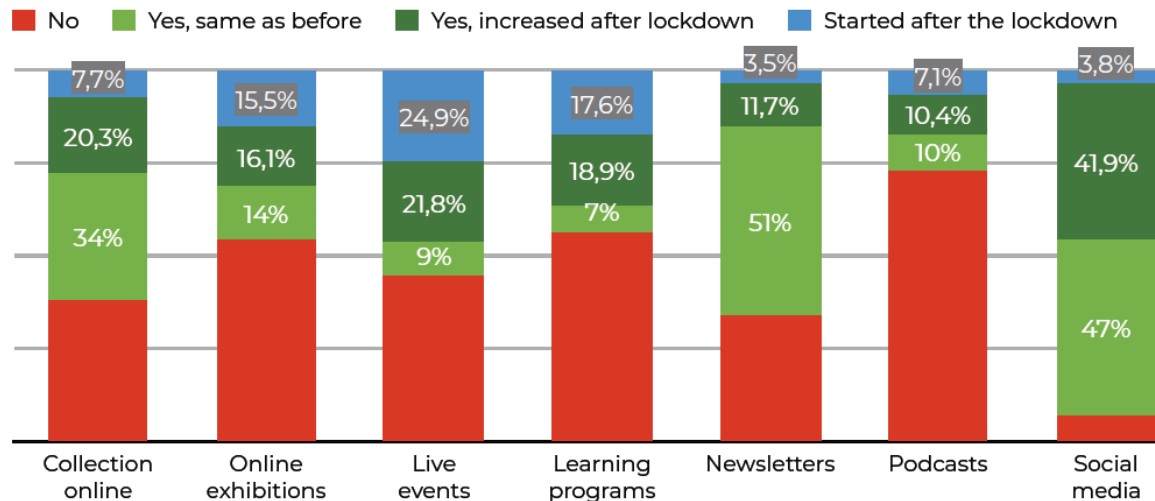
How online services have changed since COVID19
600 responses



NEMO, 2021

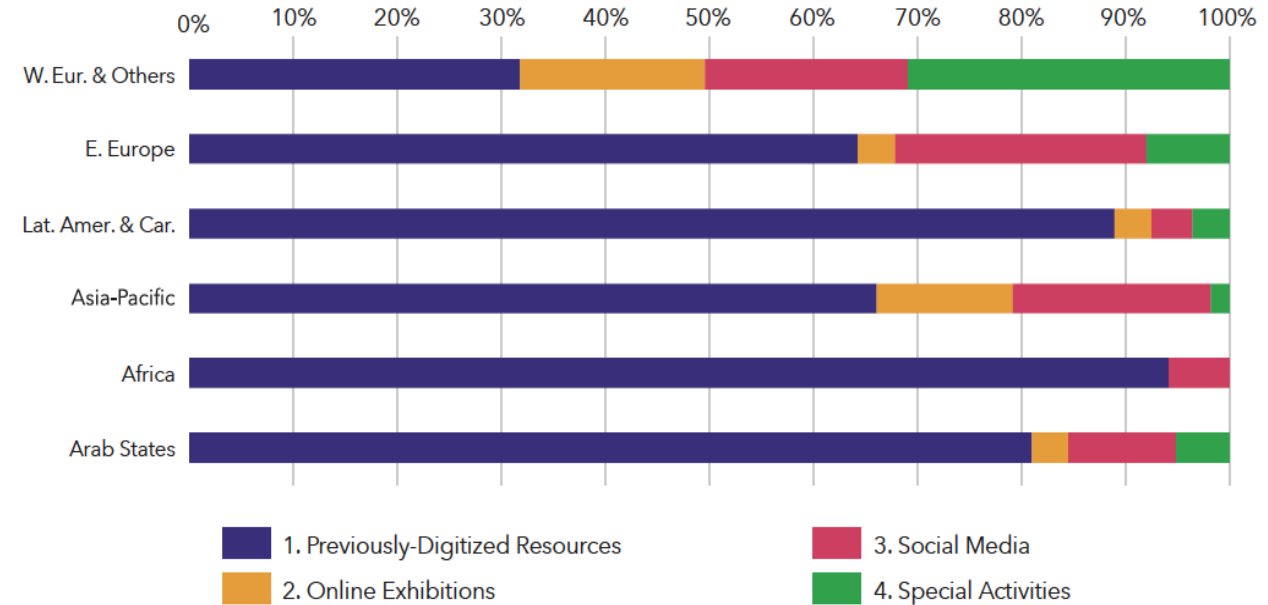
What digital services does your museum provide?

ICOM, 2020



Distribution of digital response types

UNESCO, 2020



Mapping museums digital initiatives

Ca. 1000 projects from ca.45 countries listed, documenting the range of digital projects launched by museums during the pandemic.

Website of the project:
<https://digitalmuseums.at>



Trends during the pandemic

1. Presentation of collections and exhibitions online, using a range of technologies (databases; interactive websites; 3D visualisations; audiovisual 'tours').
2. Online public programme, whether as 'live' streams and webinars, targeted at adults, or downloadable resources, video series, and short games, targeted at families and educators, contributing to educational activities.
3. Social media, with a significant part of the previous content (e.g. virtual tours or educational videos) offered via social media platforms - as well as the growth of interest and participation in social media engagement campaigns, from global hashtags to local initiatives, from long-established platforms to emerging ones (such as TikTok).
4. Contemporary collecting has grown notably, with many new institutions worldwide starting to collect memories and witnesses of the pandemic.

Why now? The EU Recommendations for digital heritage

- Published in November 2021.
- Part of the Recovery & Resilience plan.
- Each country has specific targets to reach by 2030 in relation to digitisation of cultural heritage records.

Indicative targets for content contribution to Europeana and the data space by 2030 per Member State¹

	A	B	C	D	E	F
	Number of records on 1 February 2021	Number of high quality records ² on 1 February 2021	New high quality records <u>by 2030</u>	Total number of records <u>by 2030</u> [= A+C]	Total number of high quality records <u>by 2030</u> ³ [=B+C]	3D digital assets <u>by 2030</u> ⁴
Austria	2.372.357	1.106.942	1.002.892	3.375.249	2.109.834	401.157
Belgium	2.499.646	2.247.432	1.215.817	3.715.463	3.463.249	486.327
Bulgaria	94.447	62.647	329.454	423.901	392.101	131.782
Croatia	67.357	5.456	235.877	303.234	241.332	94.351
Cyprus	30.959	1.858	71.466	102.425	73.324	28.586
Czechia	881.263	369.602	889.329	1.770.592	1.258.931	355.732
Denmark	1.032.422	662.712	676.884	1.709.306	1.339.596	270.754
Estonia	648.205	486.024	99.825	748.030	585.849	39.930
Finland	1.093.297	960.899	548.428	1.641.725	1.509.327	219.371
France	3.860.232	1.779.567	6.381.064	10.241.296	8.160.631	2.552.426
Germany	5.536.786	4.107.742	8.924.266	14.461.052	13.032.008	3.569.707
Greece	661.593	383.327	642.175	1.303.768	1.025.502	256.870

From Europeana to a data space for cultural heritage

- The EU strategy for data established the creation of different data spaces (for various industries).
- In cultural heritage, Europeana offers access to 52 million cultural heritage assets (as of 2022), mainly images and texts.
 - Audiovisual content and – especially – 3D content will be increasingly supported in the coming years.
- Europeana represents the starting point for the EU data space for cultural heritage, whose development and deployment started in Autumn 2022.
 - The data space will be a core infrastructure to share high-quality data, according to shared standards, with multilingual functionalities, enabling machine learning applications, and – ultimately – allowing to develop new narratives and uses of heritage data.
- The European Museum Cloud (also under development) will host tools and resources for working with these datasets.

A comprehensive digital strategy

Digitising collections and enriching data



Publishing collections (online collection portal;
exhibitions; new narrative formats)



Communicating collections through a range of channels
(web, social)



Evaluating and adapting

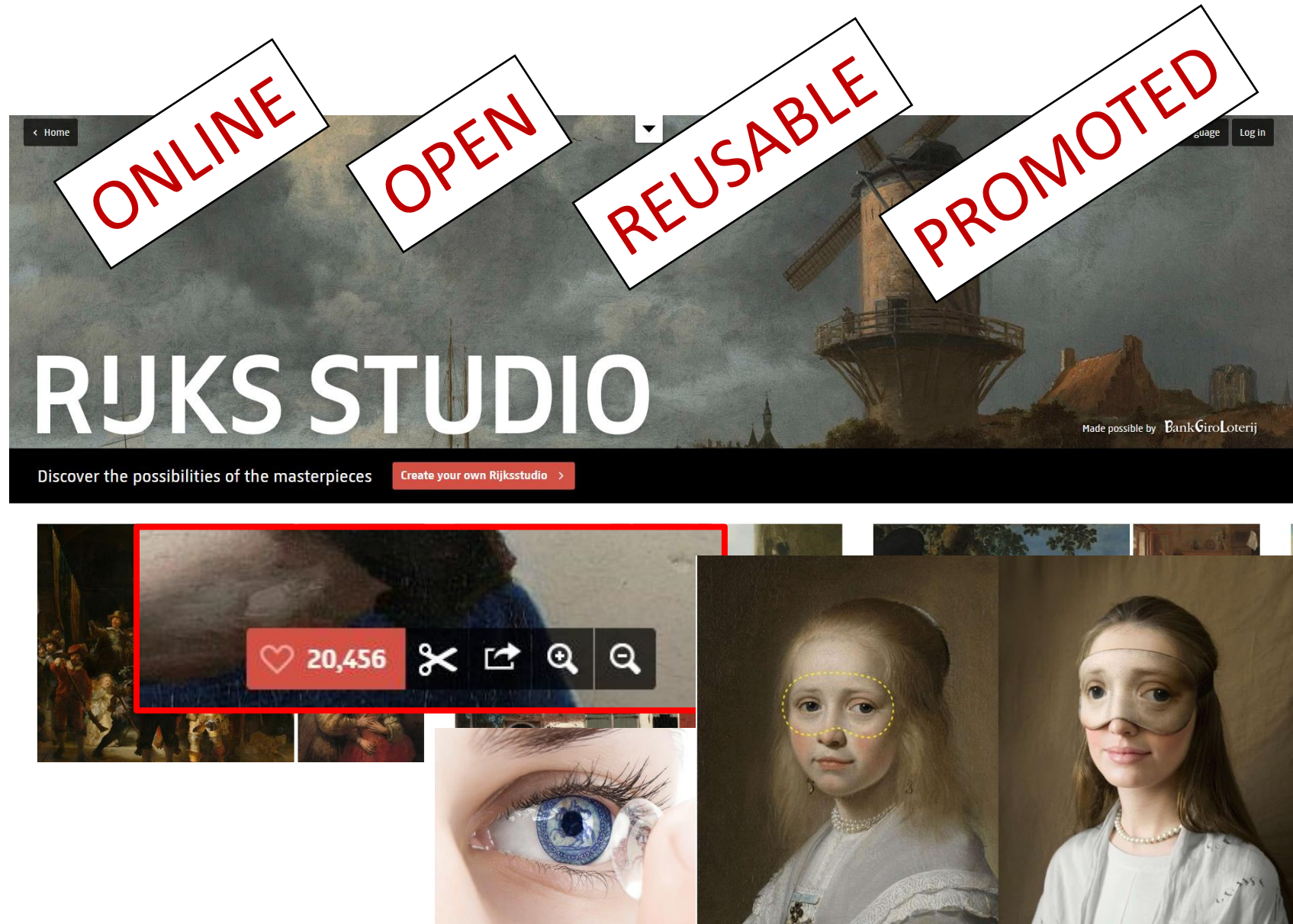
The Rijksmuseum's example

Rijkstudio launched in October 2012 (in anticipation of museum re-opening in April 2013).

As of December 1st, 2017, these are the numbers:

- High-resolution images online: 383,646
- Rijksstudio accounts: 374,219
- Total number of home-made collections: 302,872
- Downloads of high-resolution images: 5,255,658

(Gorgels 2018)



How to start a digital strategy?

- Consider existing digital strategies (*see links at the end of this presentation*)
- Consider resources for developing digital strategies, e.g. this canvas by Cogapp

Digital Strategy Canvas				For	Status	Date
Our Organisation				Our Customers		
Strategic Context <small>What are our organisational priorities? Business plan? Strengths, weaknesses, opportunities, threats?</small>				Customer Intelligence <small>Who are our key customer segments? What difference do we want to make in our customers' lives? Who are we asking them to become? (see 'Who do you want your customers to become?' by Michael Schrage) What do we know about their experience of our organisation and our digital programmes?</small>		
Our Digital Programmes						
Management and Governance <small>How are our digital programmes managed? What is our governance process? Regular communications? Dashboard?</small>						
Staffing and Resources <small>What is our staffing and resource position relative to our needs? What is our capacity to recruit, develop and retain staff? Agency relationships?</small>			Monitoring, Support, Maintenance and Development <small>How are our digital programmes supported? What mechanisms are in place to keep them maintained? What is our backlog of development work?</small>			
Traffic <small>How are our traffic figures? Where is our traffic coming from? What mechanisms are we using to generate traffic?</small>	Content <small>What is the state of our content? How is our capacity to create new content?</small>	Infrastructure <small>What is the state of the infrastructure for our digital programmes (servers, systems, page templates, etc)?</small>	Services <small>What digital services do we provide? What state are they in?</small>			
			Value Capture <small>How do we capture value from the services we provide? How do we measure that value?</small>			
Key Suppliers and Partners <small>Who are the key suppliers and partners for our digital programmes?</small>		Expenditure on Digital <small>What are we spending on our digital programmes?</small>	Income from Digital <small>What money is coming in through our digital programmes?</small>			
Related Public-Facing Activities <small>What public-facing activities are we planning that relate to our digital programmes? Exhibitions? Campaigns? Education?</small>						
				Our Environment		
				Key Technologies, Social Media and Digital Services <small>What are the significant developments?</small>		Peers and Rivals <small>Who are our peers and rivals? How do our digital programmes compare to theirs?</small>
				Cultural Trends <small>What cultural trends will impact our organisation? Our customers?</small>		Local Trends <small>What local trends will impact our organisation? Our customers?</small>

www.cogapp.com/digital_strategy_canvas

© Cognitive Applications Limited, 2017

Developing a digital strategy

What are my assets?

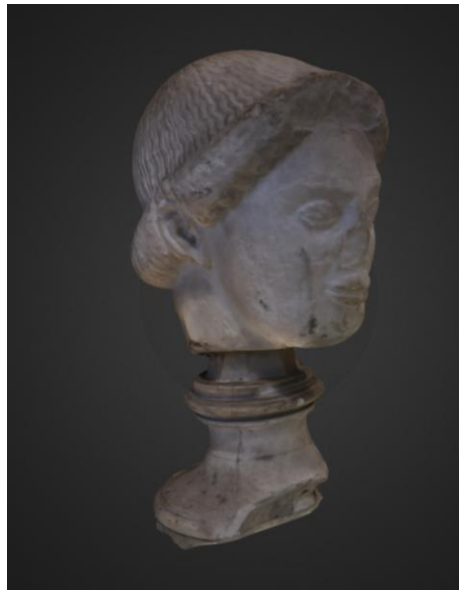
- My collections – and their digitisation (how much is already catalogued? Digitised? With images? With 3D-models?)
- My staff – how is my digital team organised? Do I have digital expertise distributed across the organisation or a centralised team? Or do I rely on external consultants/agencies?
- My infrastructure – do I have the equipment to achieve my goals? (e.g. CMS, DAM, photographic and 3D-scanning equipment, etc.)
- My audience – what are my audience's needs? What audience segments do I want to address and how?

Digitisation

Images and 3D models



3D scan



Structure-from-motion
(i.e. photogrammetry)

Images from the Virtual Gipsmuseum project at the University of Graz

Data standards

Data models & Metadata schemata:

- **CIDOC CRM**
- **Dublin Core**
- MARC
- OWL
- RDF
- **SPECTRUM**
- **MIDAS**
- **CDWA**
- **LIDO XML**
- **EDM**
- **Spectrum (UK)**
- Wikidata
- **LAWD**
- ...

Vocabularies:

- Getty vocabularies (AAT, TGN, CONA, ULAN, IA)
- DNB
- VIAF
- Trismegistos
- ...

Gazetteers:

- Geonames
- Pleiades
- WHG
- ...

Online publication

- Online collections: making the collections accessible to the public, preferably in open access
- Publication and sharing of collection data (esp. for researchers): *collections as data*
- A thematic and curated selection of objects: digital exhibitions, digitorialsTM, storytelling and gamification applications

During the pandemic...

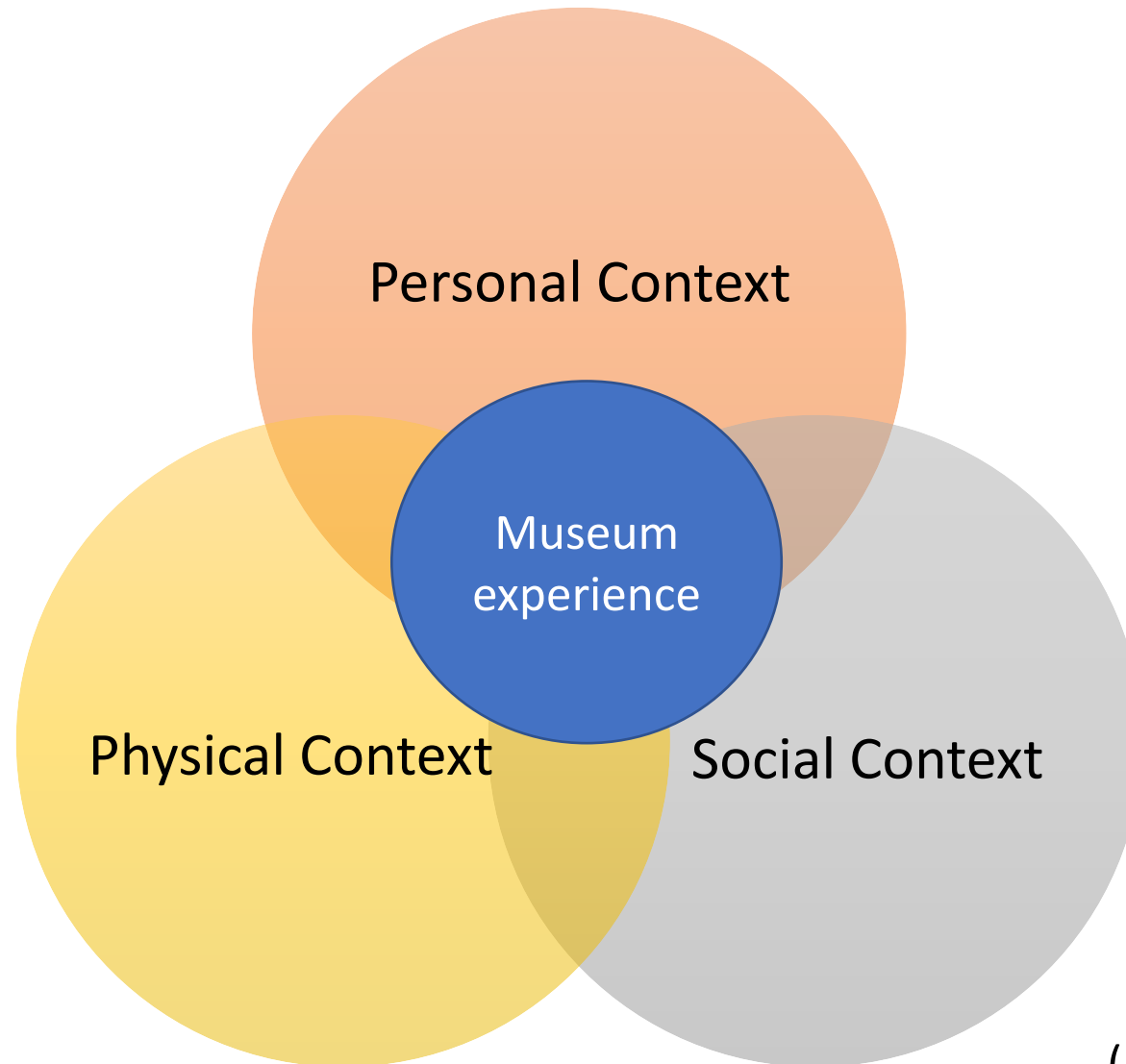
- Long-standing digitisation efforts and online collection portals, but also many quickly developed projects sharing the collection through thematic exhibitions
- A growth of 3D visualisations (with different technologies)
- Comparison with ICOM (Autumn 2020):
 - 7,7% of museums started to work on online collections after the lockdown, while around 54% continued or enhanced existing activities in this area
 - 15,5% of museums started to offer online exhibitions after the lockdown



In gallery applications

- To foster digital engagement: it is not only about interpretation, and it is not only about marketing, but also about enhancing the audience experience and the museum's relationship with visitors.
- Different types of interactives and solution: mobile application, touch screens, augmented/virtual/mixed/extended reality.
- Planning for a digital application in gallery, it means planning also for a new visitor journey – complemented by this application.

Museum experience and digital tools

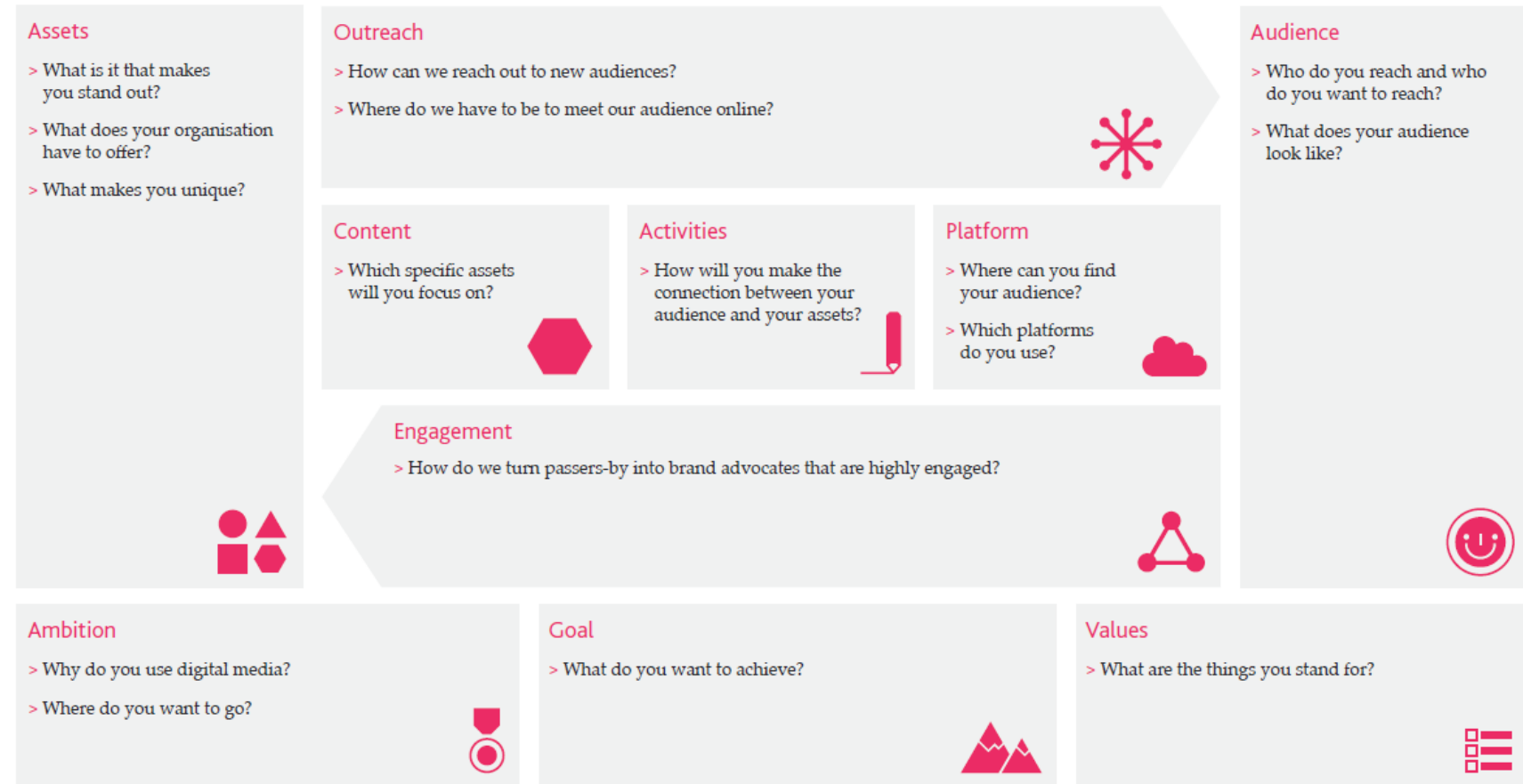


(Falk und Dierking)

Resource:

The digital engagement framework was developed by J. Visser and J. Richardson, and it includes also a workbook and an handbook to support the planning of digital engagement strategies.

Digital Engagement Framework



Framework by Jasper Visser and Jim Richardson: <https://digitalengagementframework.com/>

Evaluation

- **Impact:** what impact do these have on visitors and online audiences?
- **Sustainability:** what's the average life span of a digital engagement project?
- **Preservation:** how to keep a record of digital engagement projects?

*Children at the Rijksmuseum
in 2014 – from Twitter*



Evaluating on site engagement

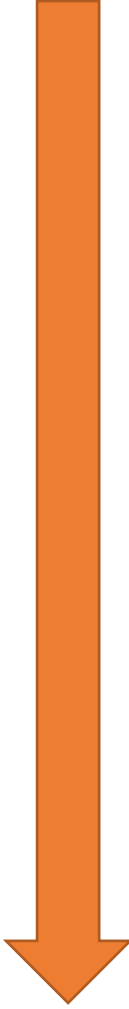
- User experience
 - Is it easy and pleasant to use?
 - Is it well integrated with the museum visit?
- Analytics
 - How many downloads of the app? (or access via mobile web)
 - Usage of the app: how many users? for how long? how many sections did they see? how many used it repeatedly?
- Visitor study (e.g. questionnaires; prompting comments; observing them in the galleries; user testing)
- Press and media
- Social media reactions

During the pandemic: other channels

- Targeting different audiences
- with/on different platforms (video and/or audio)
- Content focusing on exhibitions, on curatorial work, on research, etc.
- Social media hashtags launched by museums, but also by audience members
- Comparison with ICOM:
 - Online events by 24,9% of museums (Spring 2020)
 - Online increased further in the Autumn 2020 survey
 - 47% of the respondents reported the same usage as before, 41,9% increased their activity (Autumn 2020)

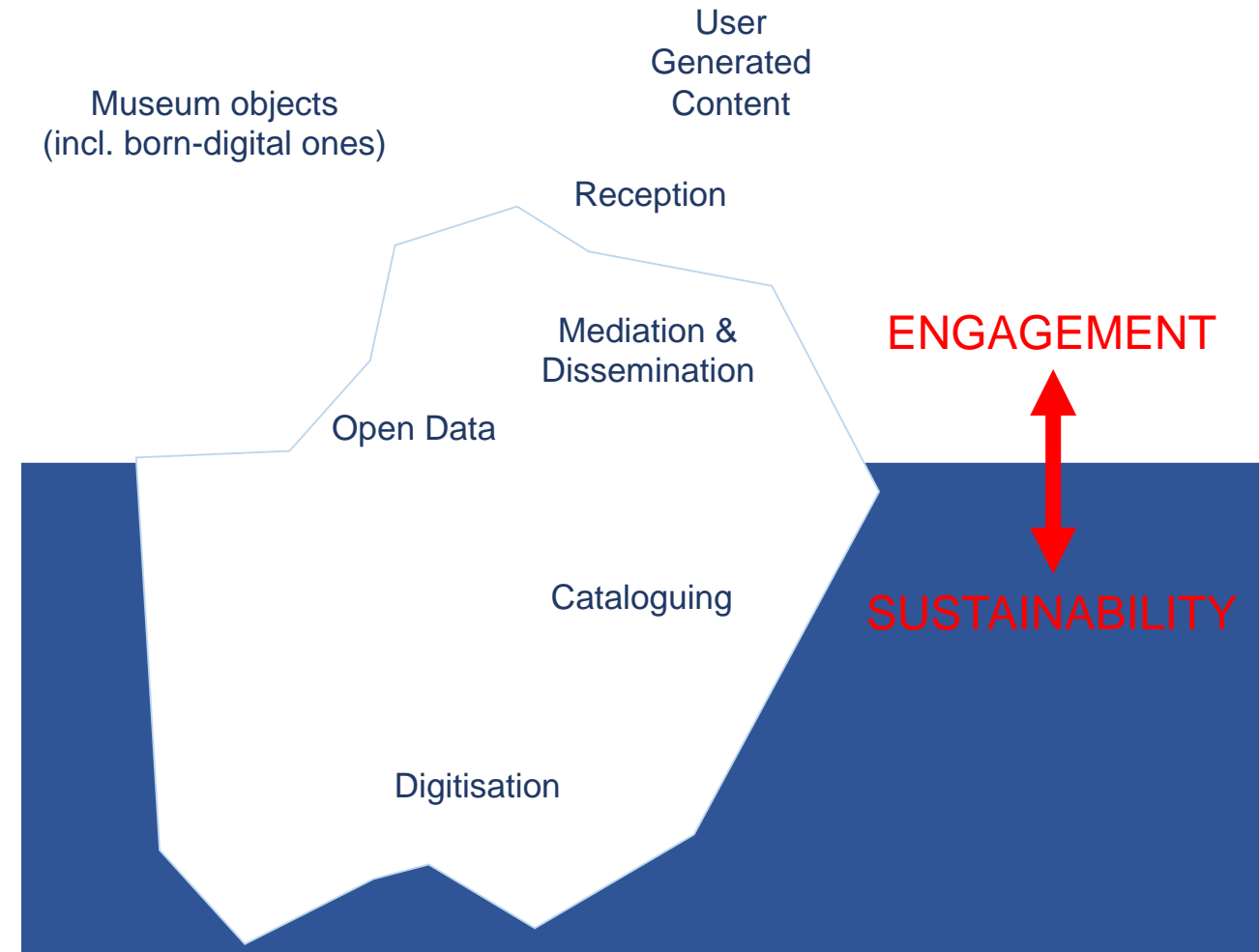


Developing a Social Media Strategy

- 
- What is my identity?
 - Which is the best media to promote my identity?
 - Who is my audience?
 - On which platform do I find it? Which habits does it have?
 - Choice of platform
 - Content planning
 - What am I talking about?
 - How often?
 - Which type of style do I use?
 - How do I answer/react to users' comments
 - Crisis management plan
 - Interacting with the public, evaluating, improving the strategy

To conclude: the need of sustainable digital practices post-pandemic

- Experiences across virtual and on-site visits:
 - Maintaining newly acquired audiences (incl. new accessibility practices)
 - Bringing the 'lessons learnt' back into the reopening museums
- Increase of digital content, but lack of digital strategies
- Rethinking digital strategies:
 - Reliability on commercial platforms vs long-term digitisation and digital engagement planning
 - Within different types (size, location, collection focus, etc.) of museums
 - The need of metrics for online audiences



Resources

- [Science Museum Group digital strategy 2018-2021](#)
- [Digital Engagement Framework](#)
- [EU recommendations for digital cultural heritage](#)
- [Cogapp resources](#) for a digital strategy
- [Future of Museums – digital strategy cards](#)
- [Project One by One](#)



Thanks for your attention!

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