MARKETING AND BRANDING AT THE CORE OF STRATEGIC CHANGE

Javier Jimenez, Lord Cultural Resources

July 2016 | MPR Committee, ICOM Milano
• **Lord Cultural Resources** founded in 1981
• The world’s **largest** cultural professional practice
• **2,000+** assignments over **34 years**
• **56+** countries on **6** continents
• An international reputation for sector leadership, innovation and excellence
How have Museum Values Changed?
WHAT DOES PARTICIPATION MEAN TO YOU?

Source: https://seescience.eu/tags/nina-simon
CHANGE IN VALUES

Museums were:
- Private spaces
- Inward
- Object-centered
- Passive
- Single discipline
- Voice of the curator

Museums are / need to be:
- Public spaces
- Outward
- Visitor-centered
- Active
- Interdisciplinary
- Voice of the visitor
More Uncertainty than in the Past

• Digital shift
• Demographic change
• More educated populations
• Greater competition for leisure time
• Crises
Museums are changing and strategic planning is what they use to decide how and what and when to change
STRATEGIC PLAN

- Mission: Why the Museum Exists
- Vision: What the museum’s impact will be
- Goals: Broad Qualitative
- Objectives: Specific and measurable
- Measures/KPIs

-- Communications / Marketing is transversal --
THE STRATEGIC PLANNING PROCESS

MUSEUM FUNCTIONS
- Assets
  - Collecting
  - Documentation
  - Preservation
- Activities
  - Research
  - Display
  - Interpretation

EVALUATE EFFICIENCY & EFFECTIVENESS

ADMINISTRATION

FACILITATE DECISIONS

COMMUNICATE

LEAD / CONTROL

EVALUATE

INSPIRE

MISSION

POLICIES

MANDATE

RELATIONS WITH OTHER INSTITUTIONS

PLANS

GOALS OBJECTIVES

BUDGETS SCHEDULES
THE DEVELOPMENT LADDER

01. AUDIENCE
02. CASUAL VISITORS
03. ENGAGED VISITORS
04. REPEAT VISITORS
05. MEMBERS, FRIENDS, VOLUNTERS
The Rijksmuseum, Amsterdam, The Netherlands

Source: http://upload.wikimedia.org/wikipedia/commons/8/83/Rijksmuseum_Amsterdam_ca_1895.jpg
New Identity: Purposely Misspelled
Advertisement Campaign: http://www.youtube.com/watch?v=a6W2ZMpsxhg
New Website: Simplicity and Accessibility  
https://www.rijksmuseum.nl/en
Rijksstudio: “Make your own masterpiece”
Tool for Active Participation - “Democratization” of artworks
What makes Rijksstudio Innovative?

Create your own artwork  [http://www.youtube.com/watch?v=OaALc4REB3E](http://www.youtube.com/watch?v=OaALc4REB3E)
Thank You - Grazie

Contact details:
Javier Jimenez
jjimenez@lord.ca
www. Lord.ca

Lord Cultural Resources
www.lord.ca
www.culturalchange.com/blog

LordCultural LordCultural YouTube LordCultural