MUSEUM

PICCOLI MUSEI IN VIAGGIO

Practical Guide for Small Museums

2022-1-IT01-KA210-VET-000081592

INAPP
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WEBSITE: _https://www.piattaformaprogetti.eu/piccoli-musei-in-viaggio/_

Objectives

The aim of the project is to support and help small museums to enhance their strengths. The specific objectives are: to improve digital, marketing and communication skills in the museum sector; sharing good practices among partners and increasing the international dimension of museums. The planned activities concern specific training courses and cooperation between partners thanks to which participants will learn how to use different digital promotion tools.

Activities

The planned activities concern: the collection of information on all the advertising tools that the EU and the projects financed by it make available to museums; the inclusion of the Museums participating in the project on these platforms /webapp; specific training in the field of museum digitization also using the results of the Erasmus "Museum Sector Alliance" (Mu.Sa) project; the production of a practical guide "Small museums on the go" that can make other museums grow.

Impact

The expected results will be: the inclusion of the Museums participating in the project on all the identified tools (platforms and various apps); the definition of a long-term digital strategy; the preparation and dissemination of a practical guide for small museums; the increase in the number of face-to-face and online visits for the museums involved; at least one school in the territory of each partner will be able to discover very distant museums and small, often hidden treasures.

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0. Introduction

Visitor numbers in small and medium sized museums have been going down since the 1970s (Burton, 2003) Besides factors like a broader range of entertainment opportunities and changing preferences of younger generations the target group interested in museums keeps declining. All the while the role of museums in our society keeps growing. So how can museums keep younger generations engaged and ensure an ongoing interest in their content? Equally as educational and administrative institutions, an ongoing effort to ensure a continuously growing offer of digital resources is crucial. The following guide provides insight into various different competences ensuring the possibility to keep adapting to a digitalized world. Competences that support digitalisation in small museums can be separated into two major categories, namely transferable and digital competences.

Transferable skills in the context of small museum digitization refer to skills and abilities that can be applied to a variety of tasks, roles, and situations as part of a museum's digitization efforts.These skills are not tied to specific jobs or functions, but can be used and adapted to different aspects of your digitization efforts. They also encompass a diverse range of skills including effective communication, critical thinking, problem-solving, leadership, teamwork, time management, integrity, creativity, negotiation, resilience, and networking.

Digitalization of small museums requires a variety of skills to deal with the complexities of modernizing museum operations and improving the quality of visitor services. These skills cover various aspects of digital transformation, from application development and business change management to copyright and license enforcement. Developing digital content, aligning information systems and business strategies, and managing digital identity are also important factors. Additionally, skills related to problem management, risk assessment, and solution implementation play a key role in overcoming challenges and seizing opportunities in a digital environment. From identifying needs and improving processes to protecting personal data and supporting users, each skill contributes to the successful integration of digital technologies into museum operations, thereby fostering innovation and sustainability in the cultural sector.

Burton, C., & Scott, C.A. (2003). Museums: challenges for the 21st century.

1. Transferable competences

1.1 Active Listening Skills

Active listening, which is fundamental to cultural organizations, fosters trust, respect, and conflict resolution, requires effort, self-awareness, and practice, and challenges the misconception that listening is a passive activity. The active empathic listening (AEL) approach developed by Drollinger et al.(2006) assess workers' active listening skills with an emphasis on understanding the speaker's perspective as if it were their own.

1.2 Analyze and Synthesize Information

Analyzing and synthesizing information is an essential skill for the development of digitized organizations. .This involves effectively evaluating evidence, making connections between information, and drawing conclusions.This is essential for critical thinking and problem solving.Howard Gardner highlights the importance of solving today's digital problems and making smart decisions in the face of overwhelming information.Developing this skill is essential for museum professionals to drive informed and innovative museum practice.

1.3 Communication Skills

In digital museums, effective communication includes both verbal interactions, such as chatbots to assist visitors, and nonverbal cues, such as visual interfaces, gestures, and facial expressions.All aimed at improving commitment and experience.

1.4 Creative Thinking Skills

For 21st century professionals, including museum professionals, creative thinking is essential to effectively adapt and respond to changing realities.This includes generating new ideas, solutions and perspectives to add value to the museum's activities, including designing exhibitions, developing digital strategies and attracting new audiences. Creativity as a problem-solving skill is open to everyone and can be stimulated and strengthened through a variety of strategies and tools, contributing to the development of meaningful practice in museums and other fields.

1.5 Decision Making

Effective management in art organizations requires alignment between organizational objectives, the environment, leadership, and decision-making styles. Digital projects often face resistance to change, requiring decision-makers to anticipate obstacles and employ analytical approaches like the Force Field Analysis to overcome challenges and ensure successful strategies. Bethany Lynn England's 2003 research exemplifies the importance of data analysis in museums, as it enables informed decision-making and predicts actions for enhancing the cultural offerings and visitor experience.

1.6 Fact Driven

In today's fast-paced world, effective communication is the key to success. In both personal and professional relationships, being able to express your thoughts and ideas clearly and concisely can make all the difference. Communication skills play an important role in every aspect of our lives, from expressing emotions to presenting complex information.

One effective approach to communication is the SMART model. This means specific, measurable, achievable, relevant, and time-bound. Setting SMART goals for communications efforts ensure that messages are tailored to the audience, impact is measurable, achievable within your ability, on target, and delivered quickly and on time.

1.7 Influence/ Persuasion Skills

The social role of museums in society goes beyond preservation and exhibition to foster education, connection and enjoyment. The influence and persuasion skills of museum professionals are essential to recognizing the importance of museums in society, supporting everyday problem solving and decision making, and connecting with the public to function as agents of social development. These skills are consistent with the principles of authenticity, integrity, and engagement and increase the museum's visibility, integrity, and community engagement. Are influence and persuasion synonymous and how do they impact decision-making processes? How and when these skills are utilized in various contexts?

1.8 Integrity/ Ethical

Integrity/ethics and are embedded in many of museums' day-to-day activities, including working and communicating in digital environments. Museum professionals must not only perform their jobs competently, but also be aware of the broader ethical and social implications of their work. And of course, being able to think about it. Ethical practice is a common concern for all museum professionals and work profiles. Recognizing the meaning and relevance of museum ethics is the first step to critically informing and structuring our practice by knowing the limits and consequences of what we do.In the first part of this module, you will learn why ethics are important to museum professionals, how codes are created,why codes are needed, and their value and guidance in museum practice.

1.9 Interpersonal Skills

In the context of digital museums, interpersonal skills play an important role in facilitating effective communication and collaboration between museum professionals and constructive interactions with visitors. These skills include the ability to communicate, collaborate, connect, and interact with others, both within the museum team and with external stakeholders. Whether coordinating digital projects, hosting virtual conferences, or interacting with online audiences, strong interpersonal skills are essential to building good relationships and fostering positive interactions in a digital museum environment.

1.10 Leadership and Change Factors

Museum leadership theories include a variety of models and approaches aimed at promoting effective leadership and fostering change in museum contexts.Understanding these theories is essential for museum professionals to develop leadership skills and successfully lead organizational change.

1.11 Management Skills

Francesca Lambertini was interviewed for her role as a project manager at Bam! Culture Strategies is an Italian company specializing in audience development and cultural management. With a background in economics and cultural management, she is responsible for overseeing multiple projects, including budget management and performance monitoring.

In 2016, the National Portrait Gallery launched an inspiring digital strategy to improve its positioning and increase access to its digital collection.This initiative, led by the Digital Strategy Group, will transform communications and service delivery to a broader audience, aligning with the organizational goals of all departments.

1.12 Mediation Skills

Mediation skills include the ability to facilitate communication and effectively resolve disputes between different parties. In a museum context, these skills are essential for attracting diverse audiences, managing visitor interactions, and creating a positive experience for everyone. Museum intermediaries use social media platforms to engage with the public, share educational content, and facilitate discussion about museum exhibits and programs.Through the strategic use of social media, museum intermediaries can increase visitor engagement, increase cultural awareness, and extend the museum's reach to a broader online audience.

1.13 Mentoring/ Coaching skills

Stories of Mentoring in the Arts and Museums features a variety of programs and real-life examples that highlight the impact and benefits of mentoring. These stories provide valuable insight into how mentoring programs support professional development, skills development, and career advancement in the industry. Five cultural mentoring programs and projects demonstrate the versatility and effectiveness of mentoring in a variety of learning environments.They empower emerging arts leaders, strengthen leadership skills, increase museum participation, address gender equality issues, and support cultural professionals through ongoing programs and structured initiatives., to inspire and empower people on their own learning journeys.

1.14 Negotiation Skills

This article discusses the importance of museums as venues for negotiation and highlights a broader perspective of negotiation beyond traditional contexts. It highlights how museums are rethinking

the past, particularly in the context of decolonization, and reflects on two museum journeys to address fundamental social issues and contribute to the advancement of human knowledge.

1.15 Networking Skills

Networking in the digital world is essential for museums because it enables collaboration, knowledge sharing, and partnerships around the world. Through digital platforms, museums can interact with a variety of stakeholders, stay abreast of industry trends, and strengthen their capabilities for digital transformation and public engagement. This gets clear through an Interview with Julia Pagel, NEMO's Secretary General

1.16 Resilience

As defined by the dictionary, resilience is the ability of a person or thing to quickly recover from an unpleasant event.It covers diverse fields such as science, psychology, and organizational studies, reflecting its interdisciplinary nature and widespread use.

Resilience, a concept with diverse interpretations across disciplines, is essential for museums both as institutions and as contributors to community resilience. Museums need to adopt organizational science methodologies to enhance their resilience and assist individuals in building their resilience. Skills development is crucial for museums to navigate changes effectively, as highlighted in a report for Arts Council England on resilience in local museums.

1.17 Sense of Initiative and Entrepreneurship

Entrepreneurship as a cross-curricular skill offers museum professionals the added value of encouraging the innovation, adaptability, and ingenuity needed to navigate the evolving landscape of cultural institutions..

Entrepreneurship in the cultural sector offers professionals the opportunity to pursue creative initiatives and develop sustainable business models and community engagement strategies, thereby contributing to the growth and sustainability of cultural organizations .

1.18 Storytelling

As a powerful tool for museums, storytelling captivates audiences, evokes emotions, fosters imagination, and encourages reflection, understanding, and empathy, thereby increasing participation and valorization of cultural heritage.

Storytelling in museums captivates audiences, fostering engagement and enriching cultural experiences.

1.19 Team Working

Characteristics of work teams include effective communication, collaboration, common goals, and mutual support, contributing to a cohesive and productive environment.

Team roles define the specific responsibilities and functions assigned to each team member, allowing them to effectively distribute tasks and leverage different skills and experience.

1.20 Time Management

Project cycle management involves the systematic planning, implementation, monitoring, and evaluation of projects to achieve specific goals over a specified period of time.Milestones are key to this process.Milestones are important points in a project schedule that mark the completion of a specific deliverable or the achievement of a major objective. In the context of MS Project, a project management software, time functions play an important role in planning and monitoring project activities.Users can define project tasks, assign durations, set dependencies, and set milestones to create detailed project schedules. MS Project allows project managers to visualize project schedules, track progress against deadlines, and adjust plans as needed to ensure projects are completed on time.

2. Digital competences

2.1 Application Design

Application design in general focuses on how to digitally represent information. It refers to the process of conceptualizing, planning, and creating software applications to meet specific user needs and business requirements.This involves translating user requirements and business goals into functional specifications and designing the application's user interface, architecture, and functionality. Application design includes various aspects such as user experience (UX) design, user interface (UI) design, system architecture, database design, and performance optimization.The goal of application development is to create intuitive, efficient, and reliable software solutions that accomplish goals and provide a positive user experience.

2.1.1 Main concepts of modeling and data structure

UML (Unified Modeling Language) is a standardized notation used to visualize, specify, and document data within software applications.It includes nine standard diagrams divided into static and dynamic views, covering both structural and behavioral aspects of the system.UML serves as a common language for software modeling, ensuring clear communication and understanding between stakeholders.

2.1.2 Validation framework

When developing software, it is important to ensure that it meets the needs of the stakeholders. Scrum provides an iterative approach to testing and managing development.Parts of the system are developed, tested, and evaluated through iterative cycles called sprints. Stakeholder feedback is incorporated at the end of each sprint, allowing for continuous testing of the data model and developed systems.

2.2 Business change management

Business change management refers to the process of planning, implementing, and managing changes within an organization to ensure successful adaptation to new circumstances or requirements.

Museums have evolved significantly since the establishment of one of the first hugely successful museums, the Louvre in 1793. Over time museums have undergone several stages, namely the era of owners, the era of managers and the era of shareholders and they continuously had to adapt to changing circumstances. They now face economic uncertainty, with decreasing state support, compelling them to seek alternative revenue streams and attract visitors. This has led museums to adopt entrepreneurial approaches and develop business models that align with the digital age, fostering new commercial relationships with visitors. Some methods in this field are seeking diverse funding sources and implementing comprehensive management strategies, emphasizing leadership, change management, and market-oriented approaches. This part evaluates the historic as well as theoretical background on strategic decisions and development.

2.3 Business Plan Development

Creating a business plan is essential for museums and other cultural institutions with leadership roles such as digital strategy managers, digital collection curators, digital experience designers, and online community managers. Describing objectives, strategies, and operations is important to ensure effective decision-making, resource allocation, funding and partnership procurement to support an organization's digital initiatives and goals. This can be done using the tool of a SWOT Analysis. Performing a SWOT analysis helps organizations understand their competitive position and make informed decisions to capitalize on strengths, address weaknesses, seize opportunities, and mitigate threats.

2.4 Copyright and Licensing

Publishing digital content requires careful consideration and adherence to various legal and ethical principles.Professionals must address issues such as copyright rules for images and other formats, privacy issues, and legal requirements for educational and informational publications. One also needs to determine the appropriate license depending on how users interact with your website's content, and understand how to publish images with free licenses. Additionally, professionals should consider whether permission is required to collect information from users online and ensure that a comprehensive privacy policy is in place. These considerations are important for museums when sharing digital content on websites, databases, social networks, or other online platforms.

2.5 Developing Digital Content

Digital content development involves creating engaging and responsive content for online platforms including the design and development of video content. This task is essential for roles such as Digital Strategy Manager, Digital Collections Curator, Digital Interactive Experience Designer, and

Online Cultural Community Manager. Key aspects include mastery of digital design, visualization, design principles, visual languages, interactive experiences, and content creation tools. Effectively communicating your message and engaging your audience in the digital realm requires creativity, technical skills, and an understanding of user behavior.

2.6 Documentation Production

Documentation involves identifying, creating, and organizing materials essential to small museums.It plays an important role in storing organizational knowledge, facilitating communication, and supporting decision-making processes.Understanding the basics of documentation, including key terms, concepts, and the role of documentation professionals, is essential for small museums.This ensures effective resource management, improves operational efficiency, and promotes a culture of transparency and accountability within the organization.

2.7 Forecast Development

In the future, museums will use digital technologies to transform into collaborative platforms, engaging communities and fostering dynamic exchange.The shift from traditional hierarchical structures to horizontal structures allows museums to share a variety of ideas and knowledge related to artifacts, both within their institutions and online. As museums embrace digital transformation, they are adapting to new ways of communicating and using predictive techniques such as cones of probability to navigate the changing landscape.

2.8 Information and Knowledge Management

Information and knowledge management (KM) in museums includes strategies that facilitate the exchange and use of information to improve museum performance. With the advent of the internet, museums have used knowledge management tools to extend their services and provide efficient services to their users.These methods help museums thrive in a competitive environment by providing dynamic experiences for the public. In the digital age, access to museum objects follows a path from museum metadata to collection-specific metadata to individual object metadata.

2.9 Innovating

Innovation is essential for small museums to succeed in today's dynamic environment.This includes introducing new ideas, processes and products to meet the changing needs of our visitors and remain relevant to our cultural landscape. Key terms related to innovation include creativity, experimentation, adaptation, and continuous improvement. By embracing innovation, small museums can improve the visitor experience, attract new audiences, and ensure long-term sustainability. One of the most important aspects of innovation is open thinking. Open thinking encourages a mindset that goes beyond conventional boundaries, fostering innovation. It allows individuals to explore new solutions that haven't been previously considered to address current challenges.

2.10 IS and Business Strategy Alignment

Information systems (IS) refer to organized systems designed to collect, organize, store, and transmit information.These cover information and communication technology (ICT), which is an extended term for information technology (IT). ICT emphasizes the integration of telecommunications, computers, enterprise software, middleware, storage systems,and audiovisual systems. This integration allows users to efficiently access, store, transfer, and manipulate information. In the context of IS and business strategy alignment, the effective use of ICT facilitates communication, data management, and decision-making processes, ultimately contributing to the achievement of a museum's strategic goals.

Information and Communications Technology (ICT) tools have revolutionized museum exhibit design, with online learning playing a crucial role in enhancing visitor experiences. Museums now leverage ICT tools to provide comprehensive information and enrich lifelong learning experiences for online visitors, expanding their thinking space and offering new opportunities for engagement

2.11 Managing Digital Identity

In the digital age, museums must manage their digital identity effectively to thrive. This involves safeguarding reputation and handling data produced online. This module focuses on building and maintaining digital reputation, recognizing its interconnectedness with both offline and online museum performance, and its impact on visitor experiences.

2.12 Needs Identification

Identifying needs is essential to developing digital skills in small museums. Qualitative research explores nuances such as motivation and background through methods such as interviews and ethnography.Quantitative research, on the other hand, provides a broader perspective by measuring trends and correlations through surveys and statistical analysis.Combining these approaches provides a comprehensive understanding of digital skills needs and identifies customized strategies for small museums to succeed in the digital age. Qualitative research in museums provides rich insights into the nuances of visitor experiences and organizational dynamics.This enables deeper exploration and understanding of complex phenomena and fosters empathy and interaction. However, this can be time-consuming and subjective, and the results may not be generalizable to different museums and even exhibitions within the same museum

2.13 Netiquette

Netiquette describes the rules of being a digital citizen, while enforcing respect, independence, responsibility and safety. For museums providing interaction opportunities online or in other digital ways, ensuring a proper communication rules is essential to keep a neutral and friendly learning environment

2.14 Problem Management

Problem management in IT service management (ITSM) refers to the systematic identification, analysis, and resolution of problems affecting IT services based on frameworks such as ITIL (Information Technology Infrastructure Library). Known for its detailed ITSM practices, ITIL focuses on aligning IT services to business needs and provides an international "best practices" framework based on successful organizations service management approaches.Masu. Originating from a UK government initiative in the 1980s, ITIL has continually evolved with the latest version, ITIL 4, released in 2019. Other notable sources of ITSM best practices include ISO 20000 and the public COBIT framework. Fundamentally, ITSM problem management is influenced by ITIL and similar standards to efficiently resolve major IT problems to minimize disruption, improve quality of service, and optimize IT resources. Generally, the problem management process flow consists of three steps: problem identification, problem control, error control.

2.15 Process Improvement

Process improvement in museums involves taking a business-oriented approach, understanding and categorizing processes, and developing standard operating procedure templates. Business process reengineering (BPR) understands and improves processes, while continuous process improvement (CPI) ensures continuous optimization. Workflow automation streamlines activities, aligns processes with organizational goals, and adapts to changing needs.
Process improvement in museums involves adopting a business-oriented approach, categorizing processes, and implementing continuous improvement through BPR and CPI, along with workflow automation to align with organizational goals and adapt to changing needs.

2.16 Product/ Service Planning

Museum service planning involves designing visitor experiences based on the various services offered, such as guided tours, guides, and interactive exhibits. The goal is to innovate and provide the best experience for visitors. Touchpoints play a key role in connecting visitors to museum services, bridging the gap between the intangible nature of services and user experience. These touchpoints can be physical or digital and provide a tangible connection to users. Overall, the service plan focuses on understanding the importance of touchpoints to create a user-centered experience and foster interaction between the museum and its visitors.Service planning in museums focuses on creating visitor experiences through various services such as tours and exhibitions. Touchpoints facilitate user interaction.The lifecycle of a service depends on user needs and market competition and goes through stages of introduction, growth, maturity, and decline. Adapting to user needs ensures long-term survival and improves the visitor experience.

2.17 Protecting Personal Data and privacy

The protection of personal data and privacy at the museum includes compliance with the GDPR (General Data Protection Regulation), which imposes strict measures on the processing of personal

data.This includes obtaining explicit consent for data collection, ensuring data accuracy, and implementing security measures to prevent data leaks. Examples of GDPR compliance in museums include anonymizing visitor data, implementing encryption protocols for sensitive information, and regularly updating privacy policies in accordance with GDPR standards.By complying with GDPR, museums demonstrate their commitment to protecting visitor privacy and maintaining trust in the handling of their data.

2.18 Purchasing

Purchasing involves finding suppliers, negotiating contracts, and monitoring their implementation. A purchase order is a formal proposal from a buyer to a seller that specifies the product, quantity, and price, while a supplier's proposal details costs and terms.Three-way matching ensures consistency of invoices, purchase orders, and receipt reports for accurate payments. As part of its digitization efforts, museums are using digital platforms to streamline procurement processes, thereby increasing the efficiency and transparency of procurement activities.

The purchasing process involves deciding whether to "make, rent, or buy" a product or service. This includes evaluating options for in-house manufacturing, rental, or purchasing from external sources to meet the organization's needs efficiently and cost-effectively

2.19 Risk Management

Risk management includes methods for identifying, analyzing, managing, and monitoring risks and their causes that can be applied to a variety of processes, operations, projects, or organizations. Its purpose is to increase the probability and impact of positive events while reducing the probability and impact of negative events. In today's dynamic environment, where innovation and interconnectivity pose both threats and opportunities, effective risk management is essential to maintaining an organization's credibility and success. It is an essential element of good leadership and management, enabling organizations to overcome uncertainty and demonstrate results in a constantly changing environment.Risk identification involves brainstorming with external experts to pinpoint potential undesirable events that may lead to losses. Managers then devise strategies for risk mitigation to minimize or eliminate these risks.

2.20 Solution Deployment

Deploying a solution involves identifying packaging technologies, understanding their relationship to software architecture, recognizing deployment technologies and standards, and designing the system deployment environment to effectively deliver software.

Deployment paragraphs are sections of the deployment process that specifically focus on ensuring seamless installation and operation of software components. They aim to optimize system performance and user experience by carefully managing the deployment environment and implementing appropriate strategies for software distribution and installation.

2.21 Solving Technical Problems

In the context of digitalization of small museums, problem solving involves eliminating the difficulties associated with the implementation of digital technologies and processes.This is a cognitive process aimed at finding solutions and ways to achieve digitalization goals.This includes understanding typical problems faced by museums, considering different approaches to solving them, and recognizing the relationships between problems and their causes and effects. Techniques such as the problem tree method can help you systematically address digitization challenges and enrich your knowledge of effective solutions.

2.22 User Support

The user support your organization needs to succeed evolves as business trends change. Customer support is defined as the provision of service before, during, and after a purchase, with the goal of increasing customer satisfaction and meeting evolving needs.Customer service, whether delivered by staff or through a self-service platform, is an integral part of an organization's value proposition and overall sales effort. Direct feedback mechanisms, such as those implemented by companies such as National Express, allow for continuous improvement and increased customer loyalty, which is essential for business growth.

The Balanced Scorecard, developed by Robert Kaplan and David Norton, is a strategic management tool that provides managers with a complete picture of an organization's performance. This includes financial and non-financial measures to ensure a balanced assessment and alignment with strategic objectives.

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