

PIVOT:

Demystifying Digital Strategy



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AGENDA

Introductions

→ Breakout Room Exercise

Overview of Digital

Digital Mission

→ Breakout Room Exercise

Digital Content + Storytelling

→ Social Media

→ Websites

→ Breakout Room Exercise

Digital Planning, Goals, + Tasks

→ Breakout Room Exercise

Closing Remarks



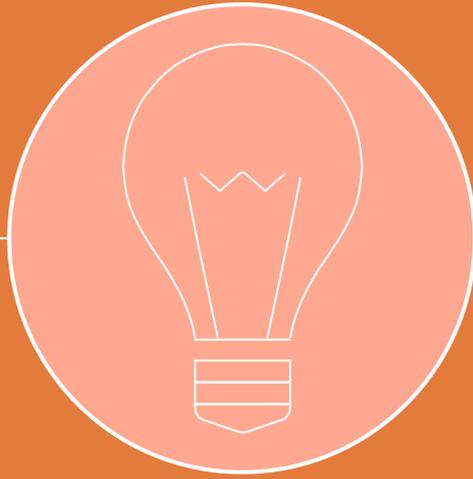
HELLO!

Take **5 minutes** to **introduce yourself + meet your virtual group:**

- What artform do you focus on?
- What does “digital strategy” mean to you?

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OVERVIEW OF DIGITAL



DIGITAL STRATEGY = Opportunities + People + Missions + Goals

“DIGITAL” is a way of communicating and connecting

“STRATEGY” is a cohesive response to an important challenge

Digital is not limited to those functions housed in a digital department

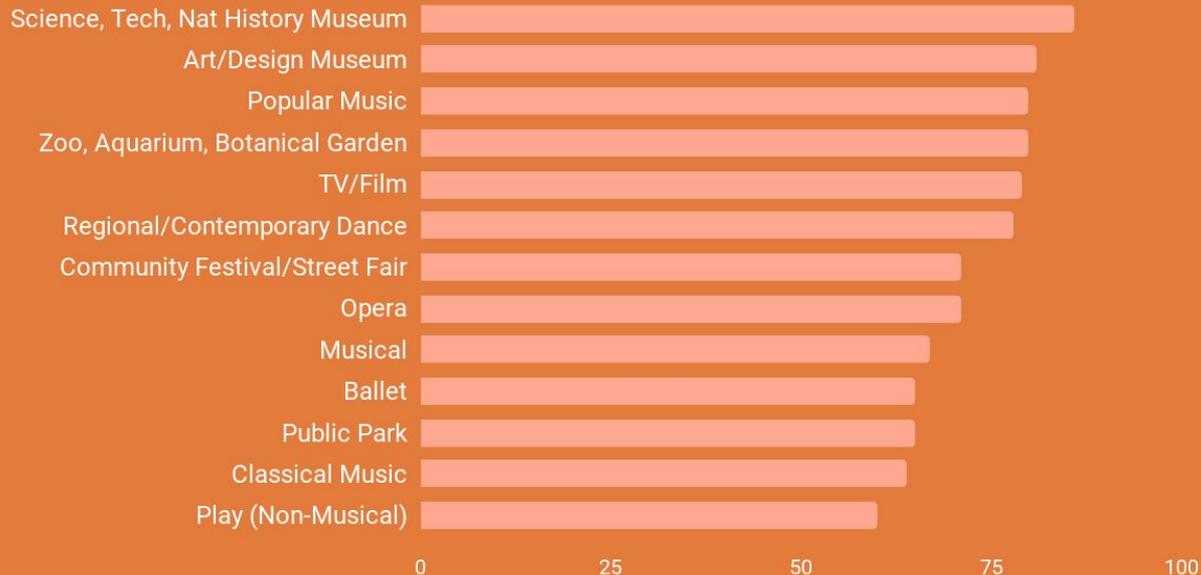


THE **APPEAL** OF DIGITAL

1. Access to more detailed information
2. Activities + experiences are more shareable with friends + family
3. Deepens an experience by curating additional information + providing an increased understanding of content
4. Makes an activity feel new



THE **DESIRE** FOR DIGITAL EXPERIENCES IN CULTURAL ACTIVITIES



Source: CultureTrack, 2017



DRIVERS OF DIGITAL

Ubiquity

Real-time information;
Constantly connected

Connectivity

Quick + easy access

Mobility

Technology is (typically)
always with you



BENEFITS OF DIGITAL

Personalization

Your branding + unique
voice

Localization

Advertisement
targeting based on
location

Convenience

On-demand information

Broad Reach

Many opportunities
to connect around
the world



TECHNOLOGY IN THE ARTS

Last Night at the Met

Use of Instagram to reflect attendee experience + engage audiences before + after a show

The Harmonium Project

Edinburgh Festival digital broadcast as means to reach + engage a broad audiences

Cooper Hewitt Pen

Visitor technology that emphasizes play + fits within the museum's mission + vision

DIGITAL INNOVATION occurs when technology enables something new (i.e. new product, process, or business model)



DIGITAL IN 2020

- Activism has brought people face-to-face with their role in community, politics, wellbeing, + has reshaped values
- COVID has called for extreme business **flexibility + agility**
- Customers are looking for **value-driven narratives** they can relate to
→ change in communications + brand engagement
Ex. Paint the Void: Website Instagram
- This crisis has brought **behavioral change + innovation** to address that change
 - → Brands must find ways to give back, speak up + answer to accountability
 - → Brands were quick to create + make resources available online
Ex. Virtual tours, streaming video classes, Twitch live concerts + festivals



DIGITAL IN 2020

- Focus **messaging** on:
 - **Why** your offering matters
 - **What meaning** your offering gives to those who engage with you
 - The **relevance** of your offering to your audience
 - Brand **values** + your active role in **community + citizenry**
- Focus **innovation** on:
 - Digital events, experiences, + engagement
 - Opportunities in new media technologies
(Ex. voice, video, community + group-based channels)

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DIGITAL MISSION



WHAT IS A **DIGITAL MISSION?**

- This narrative should serve the **exact same** purpose + mission as the individual, organization, or company
- However, digital can have a **transformative effect** on the delivery of a mission
- Creates opportunity for **new ideas** and helps to **envision the future**
- Helps focus on mastering a long-term **engagement** strategy to strengthen brand



DIGITAL MISSION **EXAMPLE**

THE FOWLER MUSEUM AT UCLA

Mission

The Fowler Museum at UCLA explores global arts and cultures with an emphasis on Africa, Asia, the Pacific, and the Indigenous Americas—past and present—to enhance the understanding and appreciation of diverse cultures and religions.

Digital Mission

The Fowler Museum at UCLA uses technology to engage with digital activity to broaden and nurture our arts community while also strengthening our position as a source of knowledge, learning, and discovery.



BREAKOUT

Take **10 minutes** to **discuss** with your *virtual group*:

- Write a digital mission for yourself or organization based on your overall mission.
- Does a discussion of digital affect your original mission?
- Share with your group

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DIGITAL CONTENT + STORYTELLING



UNDERSTANDING DIGITAL PLATFORMS

- Regardless of visiting a website or social media (Facebook, Instagram, Twitter etc.) visitors are **still visitors**
- Online platforms are **social forces**
- Digital is an **every-department** job
- Focus on integrating a strategy for **ongoing engagement** that yields returns ... Avoid using social media tools just for sake of it!



DIGITAL PLATFORMS HELP:

Clarify what you do
(digital mission)

Communicate with
potential, new +
established patrons
+ audiences

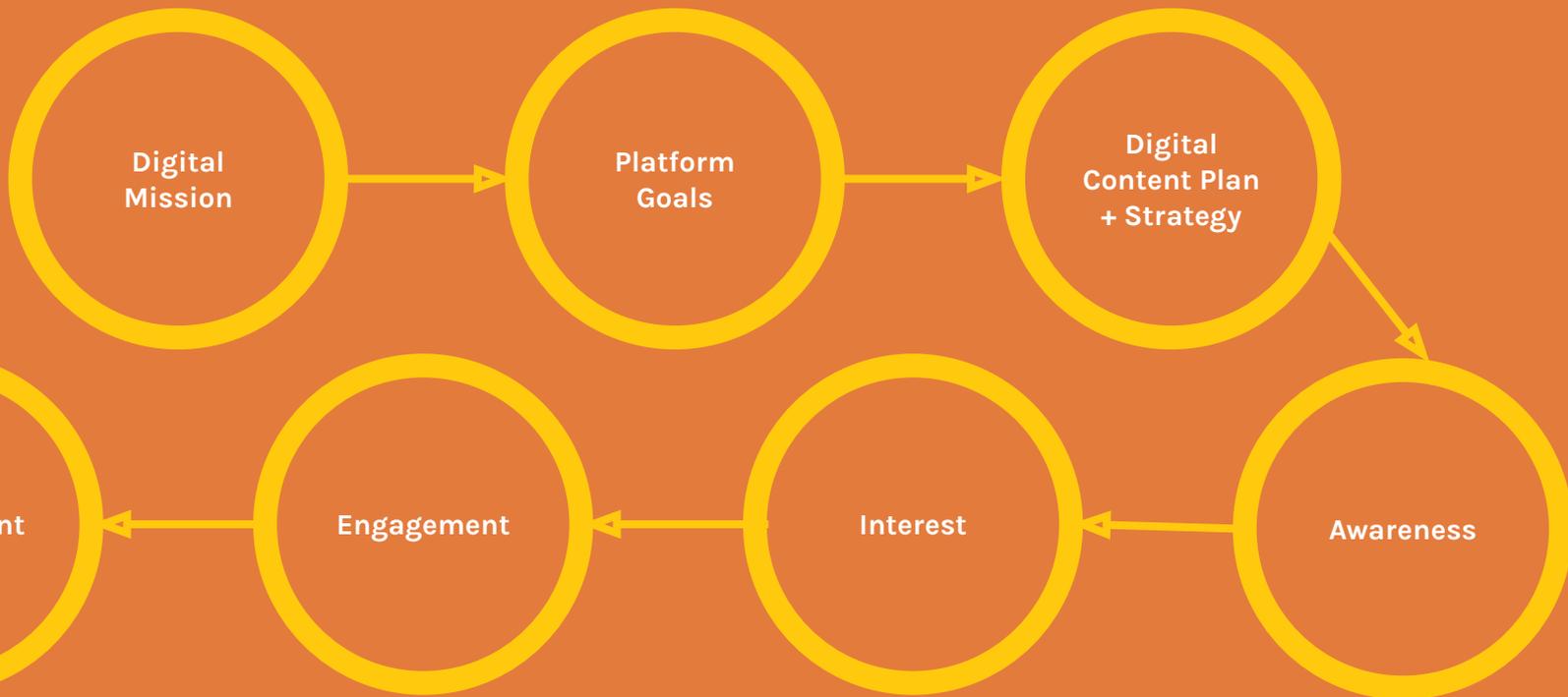
Make it possible to
spread messages
virally

Build new audiences +
strengthen existing
connections

Impact audience
perception of you +
their experience



DIGITAL PLATFORM **PROCESS**



Analyze donor behavior +
Create “giving moments”

Analyze communications + Create
campaigns with calls to action

Optimize conversations by
telling good stories

Create content to build
audience



SOCIAL MEDIA OVER TIME

1987 → GIFs

2003 → MySpace, Skype

2004 → Facebook, Flickr, Tagger

2005 → Reddit, YouTube

2006 → Twitter

2010 → Instagram

2011 → Snapchat

2016 → TikTok

SOCIAL MEDIA is constantly changing and evolving with time. Different platforms attract different audiences + rise and fall in popularity over time.



SOCIAL MEDIA STATISTICS

Social media is **#1 in advertising**, surpassing newspapers + magazines

75% of cultural audiences of all ages use Facebook at least **1x a week**

Therefore, social media is an **essential component** of any marketing or outreach strategy



SOCIAL MEDIA BEHAVIORS

Millennials	<p>1/3 equate following on social media to brand or organizational loyalty (CultureTrack, 2017)</p> <p>Are more likely to divide their time across a wider range of platforms</p>
Gen Z'ers	<p>Spend more time than millennials on fewer platforms</p>
Boomers	<p>Often have longer stories, extended content, + prefer email over social media for information about 10:1</p>



SOCIAL MEDIA BEHAVIORS

Visitor **expectations + experiences** change with the invention of new forms of social media (ex. “Instagrammable” moments)

Social media offers visitors **authority + agency** in sharing their experience

Visitors + audiences use social media to **engage with, share, + control** exhibition or performance content in a way that is **meaningful** to them



SOCIAL MEDIA TACTICS

Listening + Branding

Reacting to consumers' comments can become an opportunity to create "symbolic capital" (i.e. resources available to an individual or organization on the basis of honor, prestige or recognition)

Rethinking the brand as a social construct that is co-generated by the individual or organization and its stakeholders

Leveraging word-of-mouth to enhance the brand + learn about what creates customer value

Relatable narratives have become more compelling than aspirational content

Social networks are being held increasingly accountable for user content



SOCIAL MEDIA TACTICS

Mining + Deciding (Analyzing)	Unearthing the relationships and trends among and between current and prospective customers, suppliers, and employees
Conversing + Sharing	Forming a community and the overall pattern of connections: whom you reach and how you reach them, and how network members influence each other
Co-Creating + Innovating	Sourcing ideas, evaluating and garnering solutions from employees, customers and suppliers, as well as from the “crowd”



UNDERSTANDING WEBSITES

- Websites translate the **physical experience** → **virtual world**
- Have become more **visually appealing** over time
- Capture **intellectual + emotional experiences** through content
- Need to have **awareness** of your audience as the consumer in order to tailor content to their needs
- Today, you need to keep in mind design for **all types** of devices



REASONS TO VISIT WEBSITES

1. Read about + see videos or audio clips of upcoming programs
2. Purchase tickets
3. See dates, costs, + reviews
4. General information
5. Post-performance information
6. Re-live or share experience
7. Become a member or make a donation



GREAT *DIGITAL CONTENT* IS:

1. Increasingly connected to all online touchpoints
(ex. social media; websites; email marketing; data collection)
2. Increasingly connected to all departments
3. Increasingly connected to mission + other larger objectives
4. As unique as your online voice
(think about: type of media; aesthetics; formality; tone etc.)



BREAKOUT

Take **15 minutes** to **look at + discuss** one *another's website or social media page*:

- What strengths and weaknesses do you observe?
- Do you notice anything innovative?
- What suggestions can you make?

*Dive deeper into this exercise at home with additional questions on your worksheet.

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DIGITAL PLANNING: GOALS + TASKS



DIGITAL CONTENT PLANNING **TIPS + TRICKS**

Scheduling

Organize your post schedule around your mission
(ex. artistic brilliance; community engagement; education; innovation)

Have a plan of when you are going to post things (what days of the week?)

Do not post the same thing on every channel
Base your posts on who looks at that platform + what works best for that channel

Key Landing Page Content

A homepage is your place for your mission to shine

Communicate mission in a captivating way through aesthetics

Embed internal + external content on event detail pages



DIGITAL CONTENT PLANNING *TIPS + TRICKS*

Thumb-Stopping Moments

“Thumb-stopping” describes content, typically viewed on a mobile device, that catches the attention of the user and causes them to stop scrolling

Usually refers to content displayed on social media platforms, but can also refer to display ads

Create content that is aligned with your brand’s target audience + your values

Your message influences what people think about the brand, so make sure you use the right message to target the right demographic

Ditch “static” intro videos on websites

Start posts with a catchy hook or engage users through innovative use of polls, simple games, Q+A etc.



DIGITAL CONTENT PLANNING **TIPS + TRICKS**

Content Recycling

Plan content you can repurpose + transform into a new format
(ex. blog post → infographic)

Reusing all or elements of existing content in order to expand that content's reach

Storytelling

Storytelling ensures optimization

Instagram is a “visual inspiration” platform → the best way to inspire others is through the power of visual storytelling

On Instagram, tell easily digestible stories that tie into your values, mission, and purpose
(ex. Happy employees, team leadership, social responsibility)



EXEMPLARY GOALS + TASKS

GOAL	TASK
Heighten awareness and craft perceptions through social media platforms, specifically Instagram	Create a quarterly roadmap for Instagram content including behind-the-scenes footage
Drive engagement with collections using digital means that support the learning and research objectives of guests and the field at large	Refine and expand our digital archive focusing on easy access via the website

GOALS remind us where we are headed + what we want to accomplish

TASKS are actions steps that inform us how to reach our goal



DIGITAL CONTENT PLANNING **TIPS + TRICKS**

Collaboration

Partner with others who have similar values + a mission that aligns with yours

This is an opportunity for greater audience reach + better content

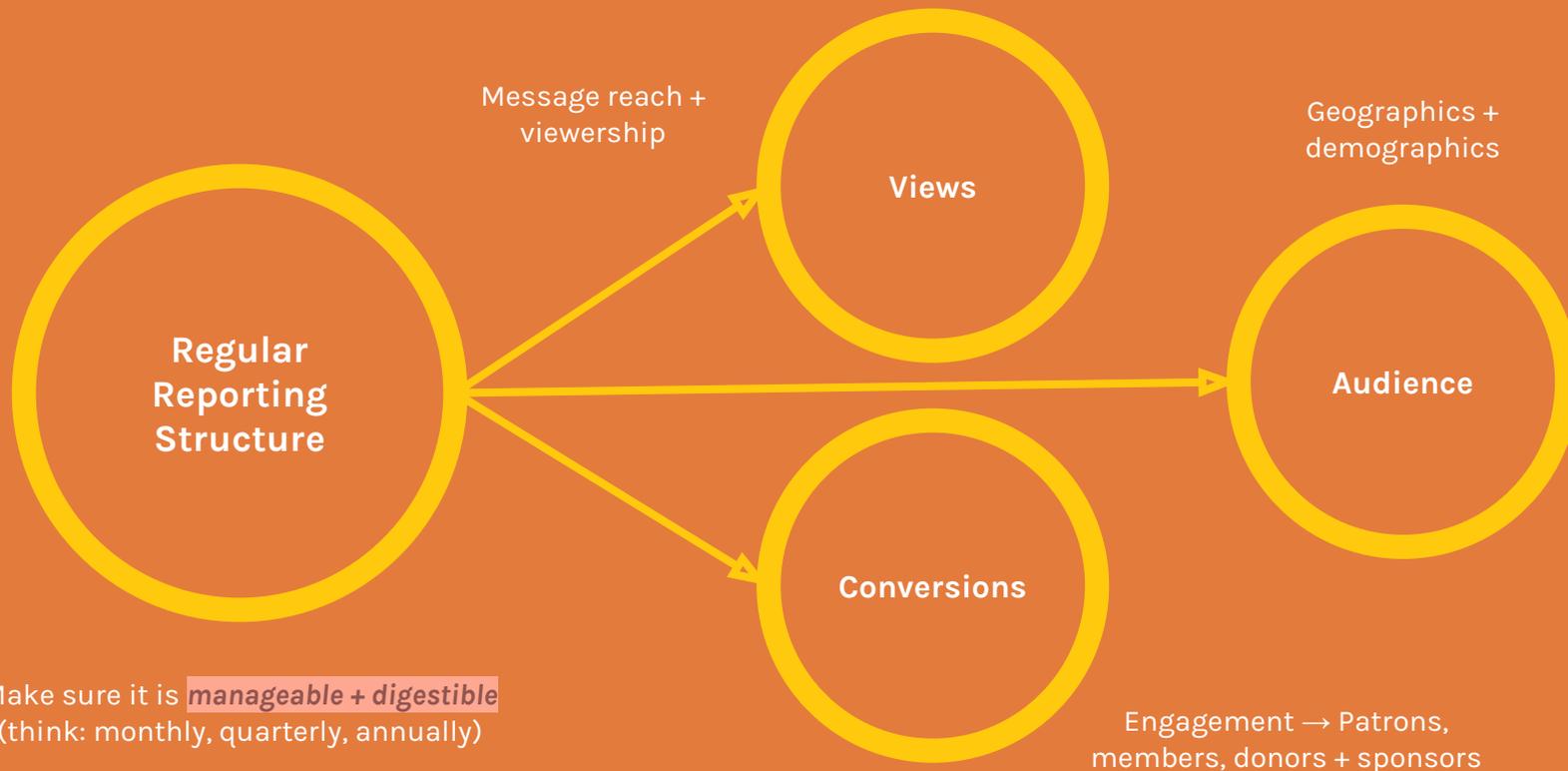
User-Generated Content

Find opportune times for audiences to participate (ex. Q+As, hashtags, posting personal experiences, contests + sweepstakes etc.)

Create moments for people to respond and talk about their experience (ex. SFMOMA uses the #YourSFMOMA; The Metropolitan Opera uses #LastNightAtTheMet for their content)



HOW TO MEASURE SUCCESS



Make sure it is **manageable + digestible**
(think: monthly, quarterly, annually)



BREAKOUT

Take **15 minutes** to **create + share:**

- 1-2 personal goals + tasks that relate to your previously constructed digital mission
- What metrics will you use to report success? How often will you report on your progress?
- Share with one another + provide constructive feedback

THANK YOU!



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