

# Museums and Branding A Tale of Love and Hate

*Contains samples from  
“Branding and Culture” by André Stolarski  
and “Museum Next” by Robert Jones*

Image by Ana Kemper

hiya! 你好 :-)

Question one:  
Are you comfortable  
to talk about branding ?



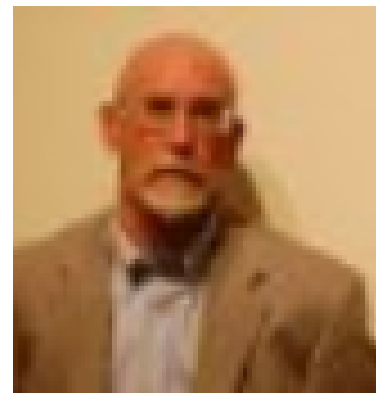
**Charlotte Bosman**

@charlottebosman

"Marketing is still a dirty word in museums"  
#MuseumNext

1:36 PM - 20 Jun 2014





Preston

## **Preston Thayer**

**Arts Administrator | Museum Director | Curator | Arts Correspondent**

I loathe the concept of museum "branding." I am all for publicity, marketing, outreach. Casting the discussion in terms of "branding" moves us away from a focus on scholarship and/or social engagement and toward the commodification of culture.

Question two:  
Do you believe you can  
change your museum?





Shelley Bernstein: Image by the New York Times





Paulo Henkenhoff, from Museu de Arte do Rio: Image by Pedro Kirilos / O Globo



Question three:  
Are you ready  
to take over ICOM?

# Remember Stephen Weil?

*“Those are two- attributes of the well managed museum: a clearly defined mission and a set of shared long-term goals and underlying values.”*











Andre Stolarski. Self portrait



# MUSEUM NEXT

ROBERT JONES  
COMMUNICATING THE MUSEUM  
VENICE, 26 JUNE 2008

The ideas of '*museum*' and '*brand*'  
don't naturally go together.

People tend to associate 'museum'  
with institutional integrity, and 'brand'  
with commercial exploitation.

Brand, properly understood  
and properly used,  
is vital to museums.

And, as both museums and branding  
are changing, the two are becoming allies,  
not enemies.

This means museums are becoming less authoritarian, more about engagement, more about the exploration of ideas.

In short, they're less like institutions and more like platforms.

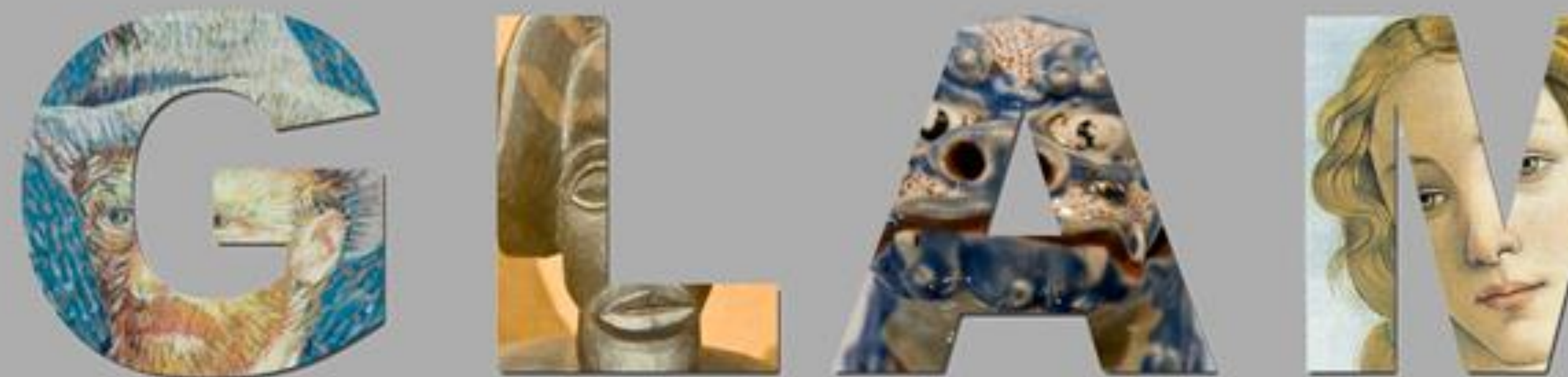




# the museum of the future

Innovation and Participation in Culture, by Jasper Visser

The Radical  
Museum  
democracy,  
dialogue  
and debate







Museum of Image and Sound: Image by Diller Scofidio + Renfro





Museum of Tomorrow: Santiago Calatrava





Open online survey to marketing, audience development and digital media museum professionals. Worldwide.

Taking the steps of the  
Robert Jones' CTM 2008 Survey.

Worldwide means:  
2913 views  
220 entries / 220 museums  
Only 7.55% conversion









Eero Ehanti  
ICOM Finland

Elke Kellner  
ICOM Österreich

Darko Babic  
ICOM Croatia

Aliza Polger Galili  
ICOM Israel



# Your museum is

Public  
84%

Private  
16%

# Your museum is

Art  
31%

History / Heritage  
26%

Science/Natural Hist.  
11%

City  
5%

Other  
27%

# Ain' t that great?

Ethnology Museum

On-Site Museum

Earthquake Museum

Literature Museum

Ecomuseum

Money Museum

Wood Sculpture

University

We are a natural AND cultural  
history Museum

Art & Historical

Traffic, industry

Fashion, Costume and Heritage  
Museum

Art, Historical, Cinema

Open air Museum

Ethnographic

Literary Museum

Science + history + library

Art, design and heritage

Design Museum

Children' s Museum

Science / Technology

Mixed collection

Museum/theatre/gallery

Natural History & Culture

Art, design and heritage

Community museum (*sorry, I don't like  
"Ecomuseum", it divorces the concept from  
it's roots*)







# When your museum was created

Post war  
(from 1945/1999)  
43%

Quite new  
(2000/2009)  
17%

Early XX  
(1901/1944)  
17%

Vintage  
(1800/1900)  
12%

New  
9%

Old  
3%

# Describe your museum at the moment

Huge potential but  
largely unknown  
41%

Stable  
25%

One of the  
best in the  
world  
15%

Growing  
rapidly  
15%

Decline  
5%

# Is your brand well defined?

Well recognized brand  
(Global, nationally, locally)  
54%

Not well defined  
29%

Never done serious  
work  
16%

# Is your brand well defined?

Yes  
54%

No  
45%

# Brand is not well defined

63% > 45%

2008 /  
Robert Jones' Original  
Survey

2014 Survey

# Among “huge potential but largely unknown”

We have a brand but it’s not well defined or  
We’ve never done serious work on our brand  
60%

Well-defined brand  
40%

# How do people in your museum feel about the word 'brand' ?

It's OK – a useful  
part of modern life  
48%

It's a great way to  
focus all that we do  
26%

It's a  
dirty word  
21%

Senior  
mgmt  
dislike  
5%



Brand is “OK – useful part of modern life”

61% > 48%

2008 /  
Robert Jones’ Original  
Survey

2014 Survey



Brand is “OK – useful part of modern life”

49% > 42%

Public museums

Private museums



Brand is a “Dirty word – too commercial”

23% > 21%

2008 /  
Robert Jones’ Original  
Survey

2014 Survey



Brand is a “Dirty word – too commercial”

21% > 20%

Public museums

Private museums



# Only senior management dislike the word

# 5%

Public/Private museums

# What is the role of brand in your museum?

It guides everything  
the museum does  
25%

It guides our  
marketing work  
22%

Determines the  
look of  
stationery,  
signage and  
leaflets  
22%

Very little  
impact  
15%

Staff  
5%



It's not just about the look

65% > 22%

2008 /  
Robert Jones' Original  
Survey

2014 Survey

# What we want

Visitors to react and comment 58%

Visitors to become more active supporters 56%

Become a more useful resource for people 54%

Expand our online activities 46%

Do more beyond our walls, in the community 44%



# What we want / 2008 Robert Jones' Original Survey

Visitors to react and comment

58%

62%

Visitors to become more active supporters

56%

63%

Become a more useful resource for people

54%

Expand our online activities

46%

Do more beyond our walls, in the community

44%

# What we kinda want...

To be more multi-cultural 29%

Broaden the range of things 22%

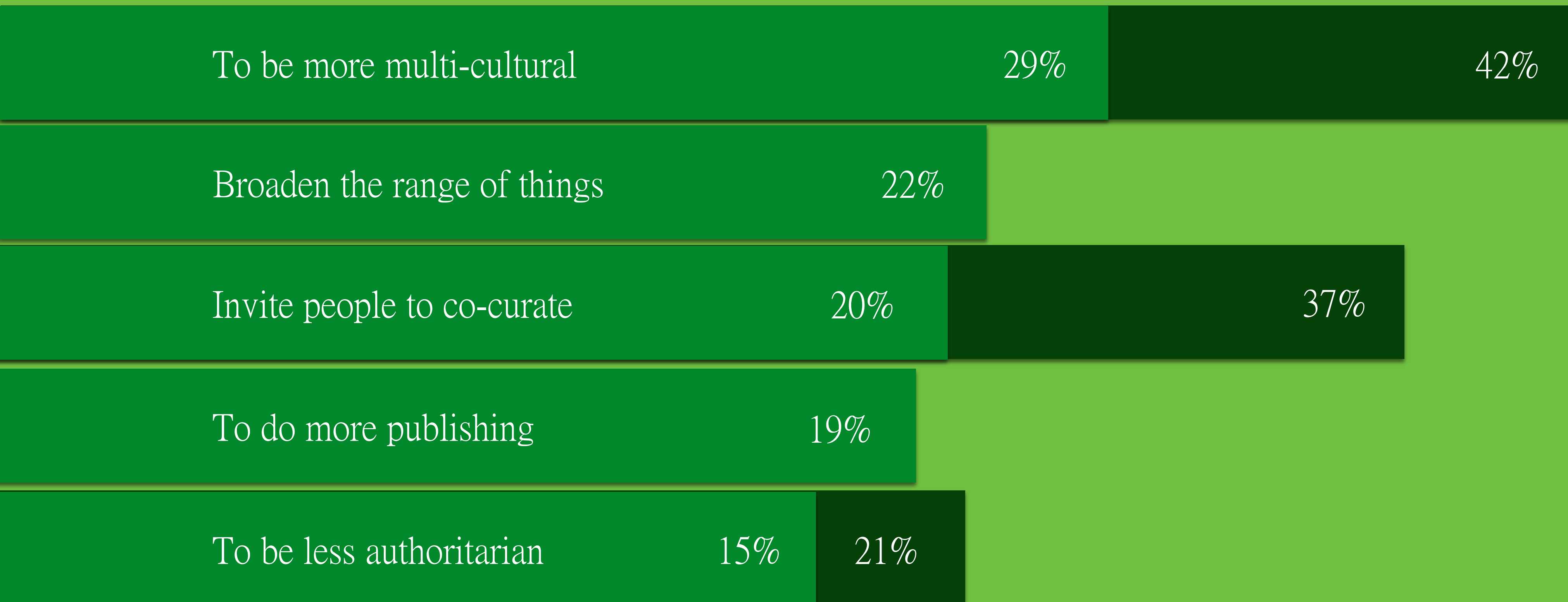
Invite people to co-curate 20%

To do more publishing 19%

To be less authoritarian 15%



# What we kinda want... / 2008 Robert Jones' Original Survey



# Expand our online activities

67% > 46%

2008 /  
Robert Jones' Original  
Survey

2014 Survey



# Digital

We are on Facebook, Twitter...no  
big deal  
37%

Intense activity on  
digital media  
34%

Just starting to think  
about digital  
strategy  
21%

\$  
3%

# Digital (museums with well defined brands)

Intense activity on digital media  
40%

We are on Facebook, Twitter...no big deal  
30%

Just starting to think about digital strategy  
19%

\$0



# Most admired museum brands



# Most admired museum brands

MoMA

MoMA: Image by Alejandro Aravena



# Most admired museum brands

MoMA

Nº 1 / 1st Choice

Nº 1 / 2nd Choice

MoMA: Image by Alejandro Aravena



# Most admired museum brands

Tate  
Nº 2 / 1st Choice  
Nº 2 / 2nd Choice

Tate Modern: Image by Dika Kids



# Most admired museum brands

V&A

V&A: Image by Wikipedia



# Most admired museum brands

Met

Metropolitan Museum of Art: Image by [marketplace.org](http://marketplace.org)



# Most admired museum brands

Rijksmuseum

Rijksmuseum: Image by [66.hk](#)



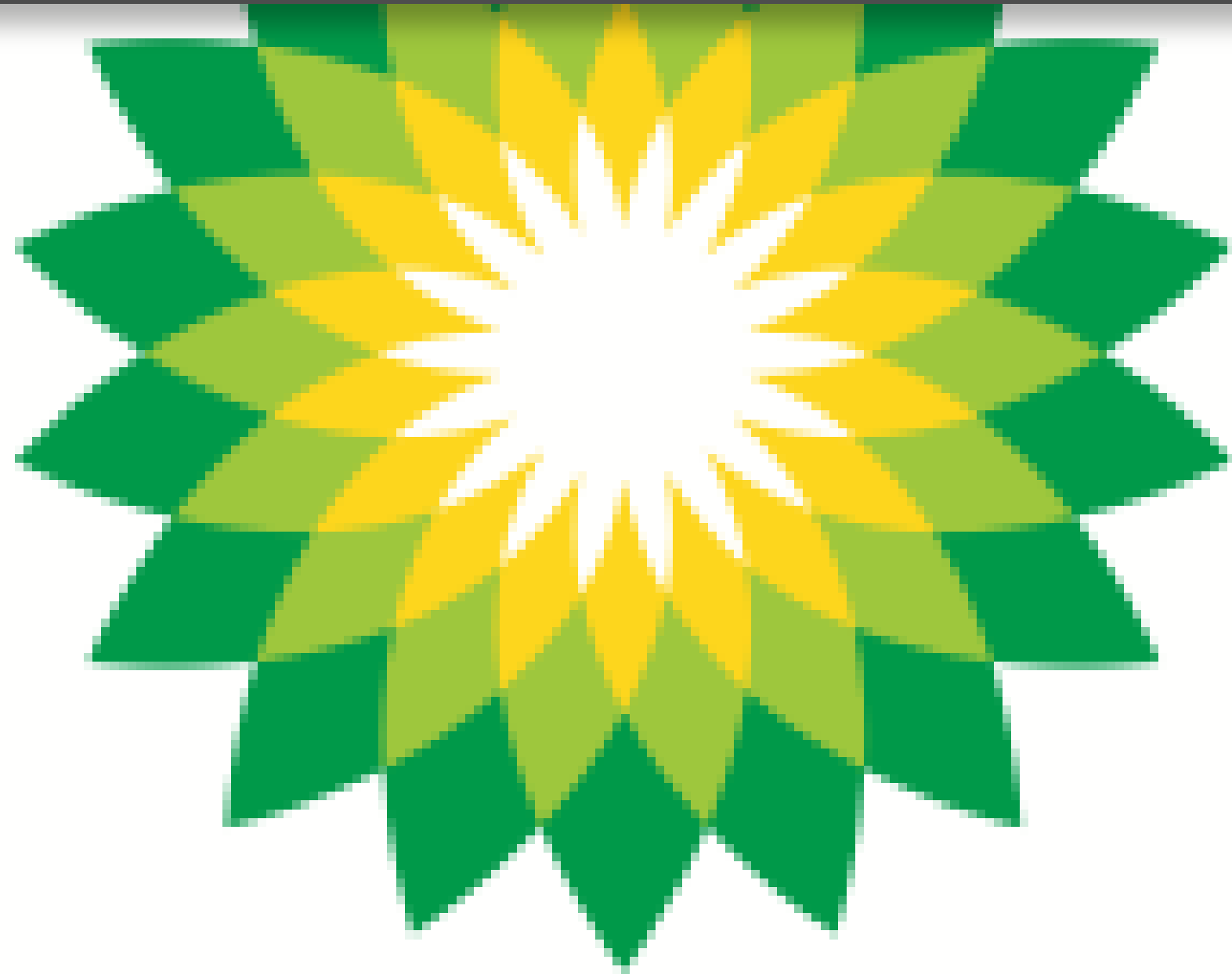
How come we admire those brands  
and yet are so resistant to branding?

And, as both museums and branding  
are changing, how we can  
make them allies, not enemies.









PRICEWATERHOUSECOOPERS



TAM





# Everything





Tribo Masai · Foto de Nadia Johnson





Tate





Maracatu · Foto de Marco Bahé





Bandeira brasileira · Fonte: AIESEC



//  
My country is  
not a brand //

William Drenttel    Designer, author and social entrepreneur

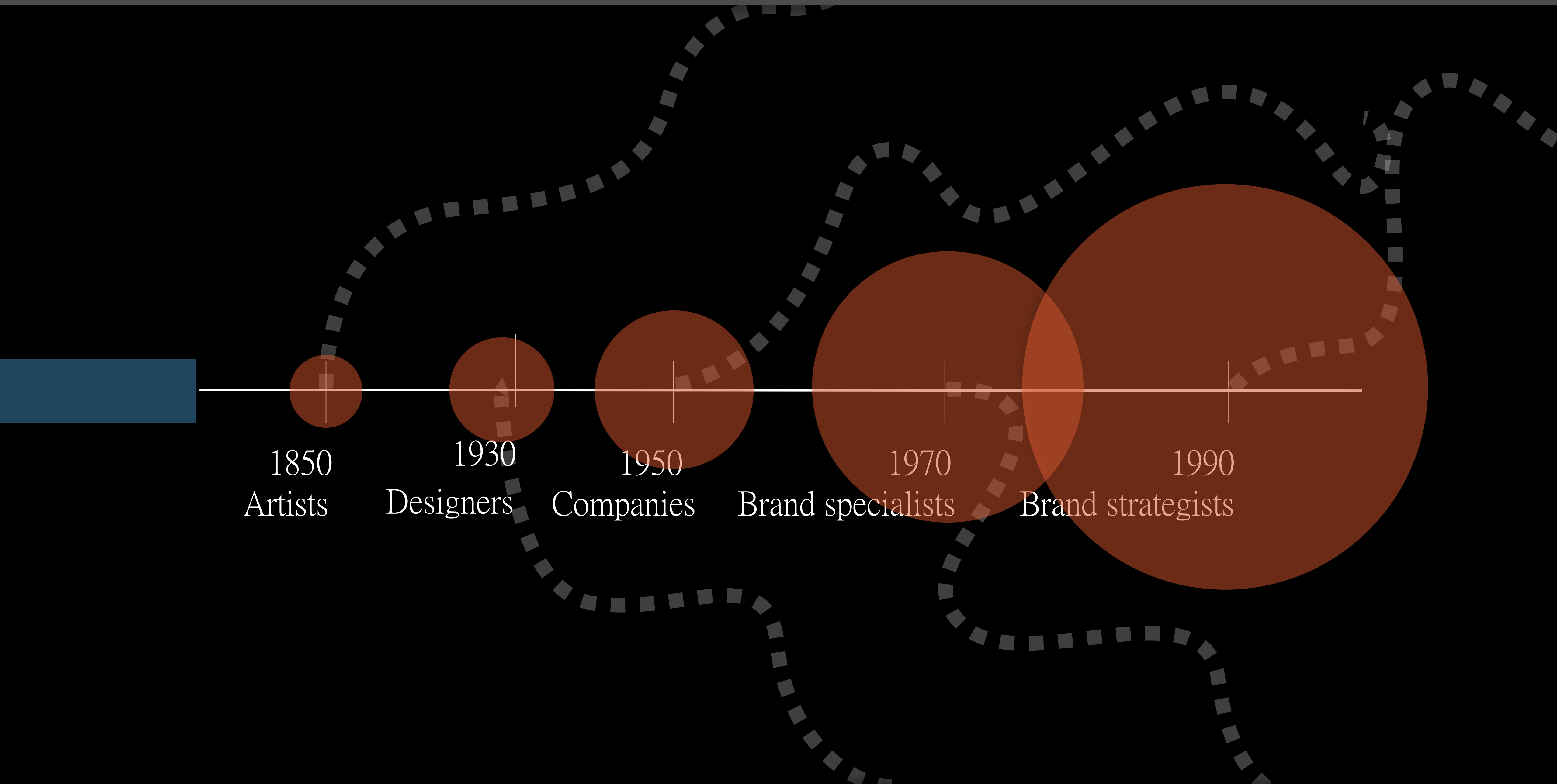


**Brand** is a gut  
feeling about  
something



Marty Neumeier   Brand specialist

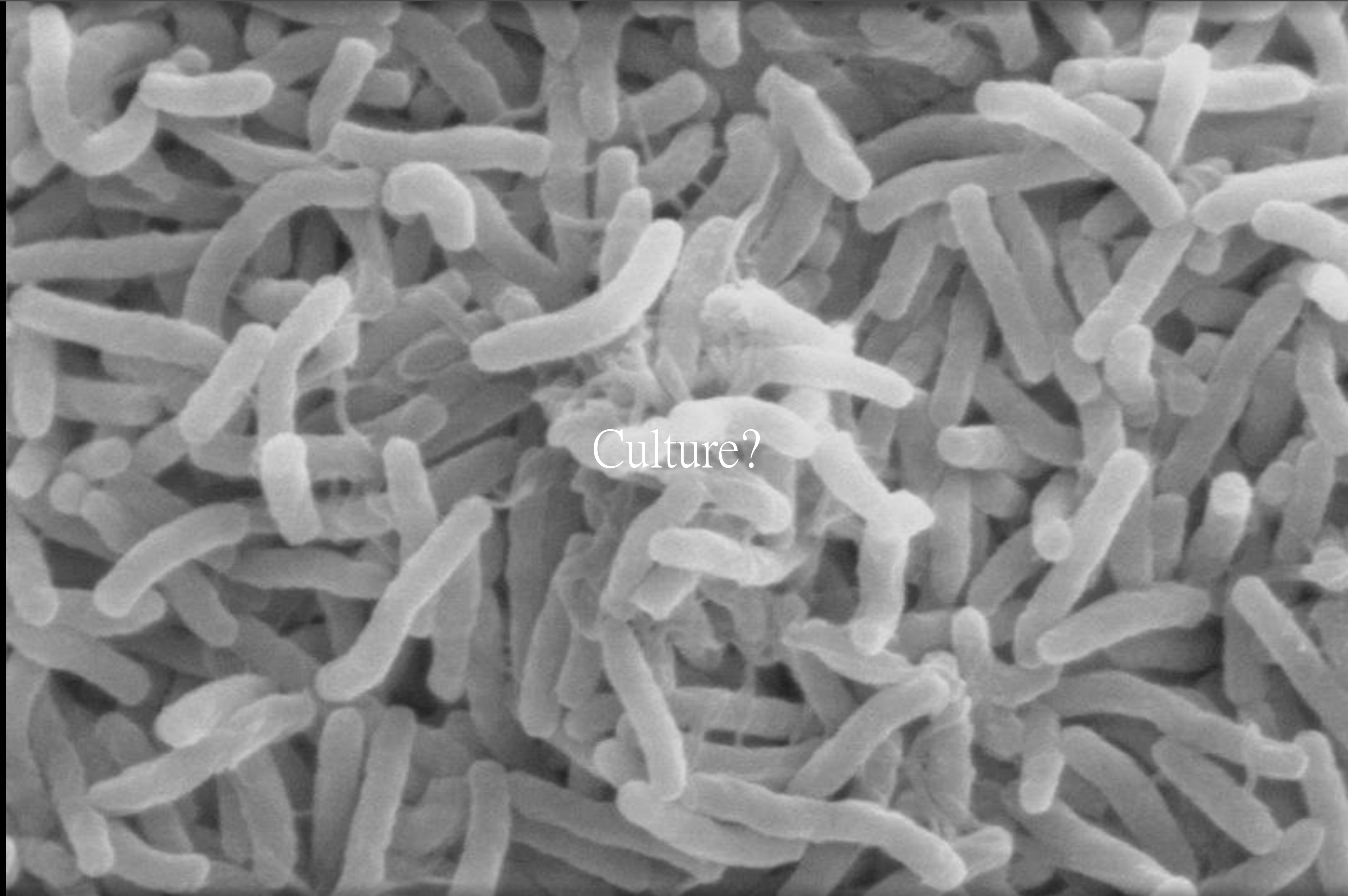














## Culture

1 mid-15c., "the tilling of land," from Middle French culture and directly from Latin cultura "a cultivating, agriculture," figuratively "care, culture, an honoring," from past participle stem of colere "tend, guard, cultivate, till" (see colony).

2 The figurative sense of "cultivation through education" is first attested c.1500.

3 Meaning "the intellectual side of civilization" is from 1805

4 The figurative sense of "collective customs and achievements of a people" is from 1867



// Art is not culture.

Culture is the

norm, art the

//  
exception.

Jean-Luc Godard    Moviemaker



// Shoemaker not  
only makes leather  
shoes; he also  
makes a shoemaker  
out of himself //

Vilem Flusser   Czech-born philosopher



Cena do filme Tempos Modernos, de Charlie Chaplin

Culture

Branding

Branding

Culture



Cena do filme Tempos Modernos, de Charlie Chaplin

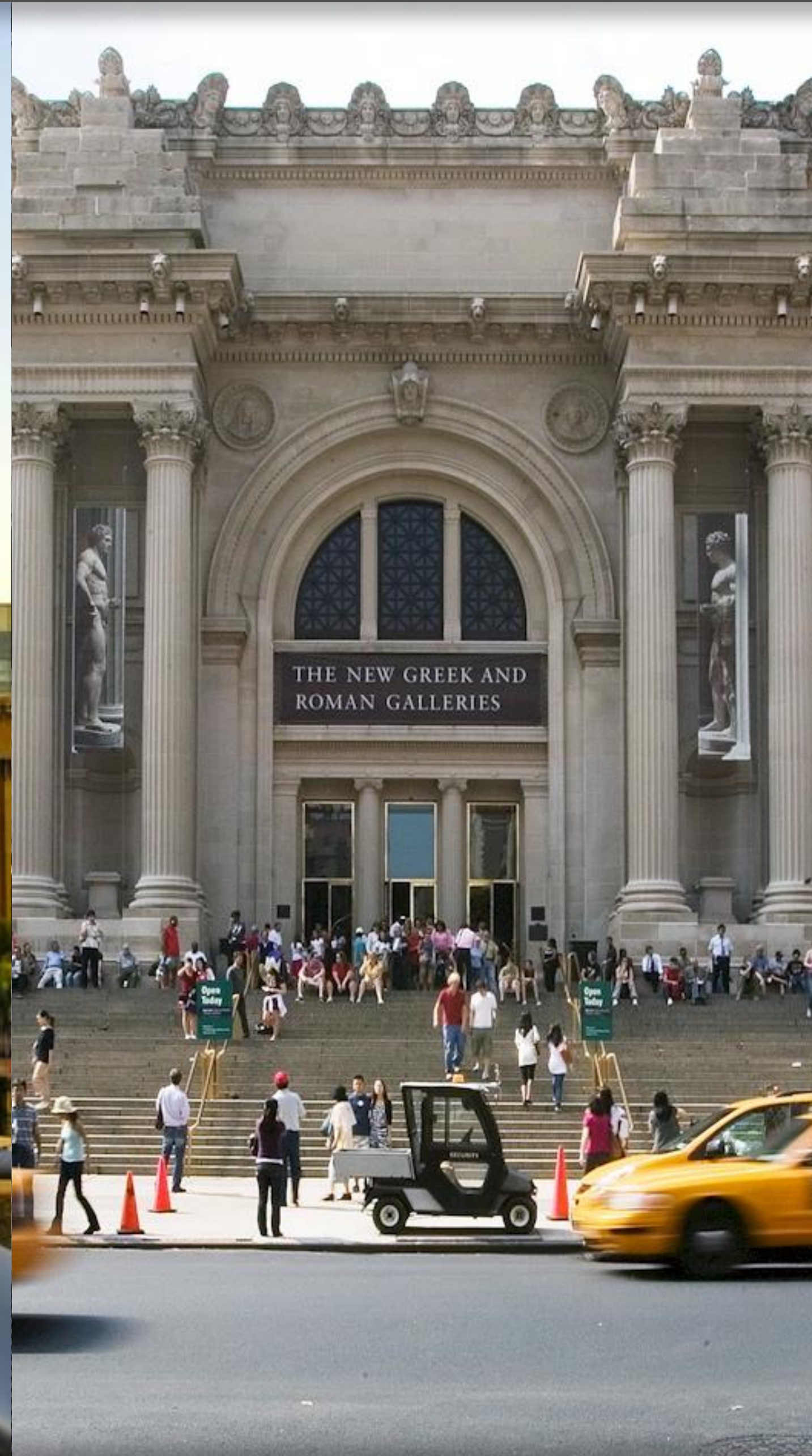
Culture

Branding

Branding

Culture



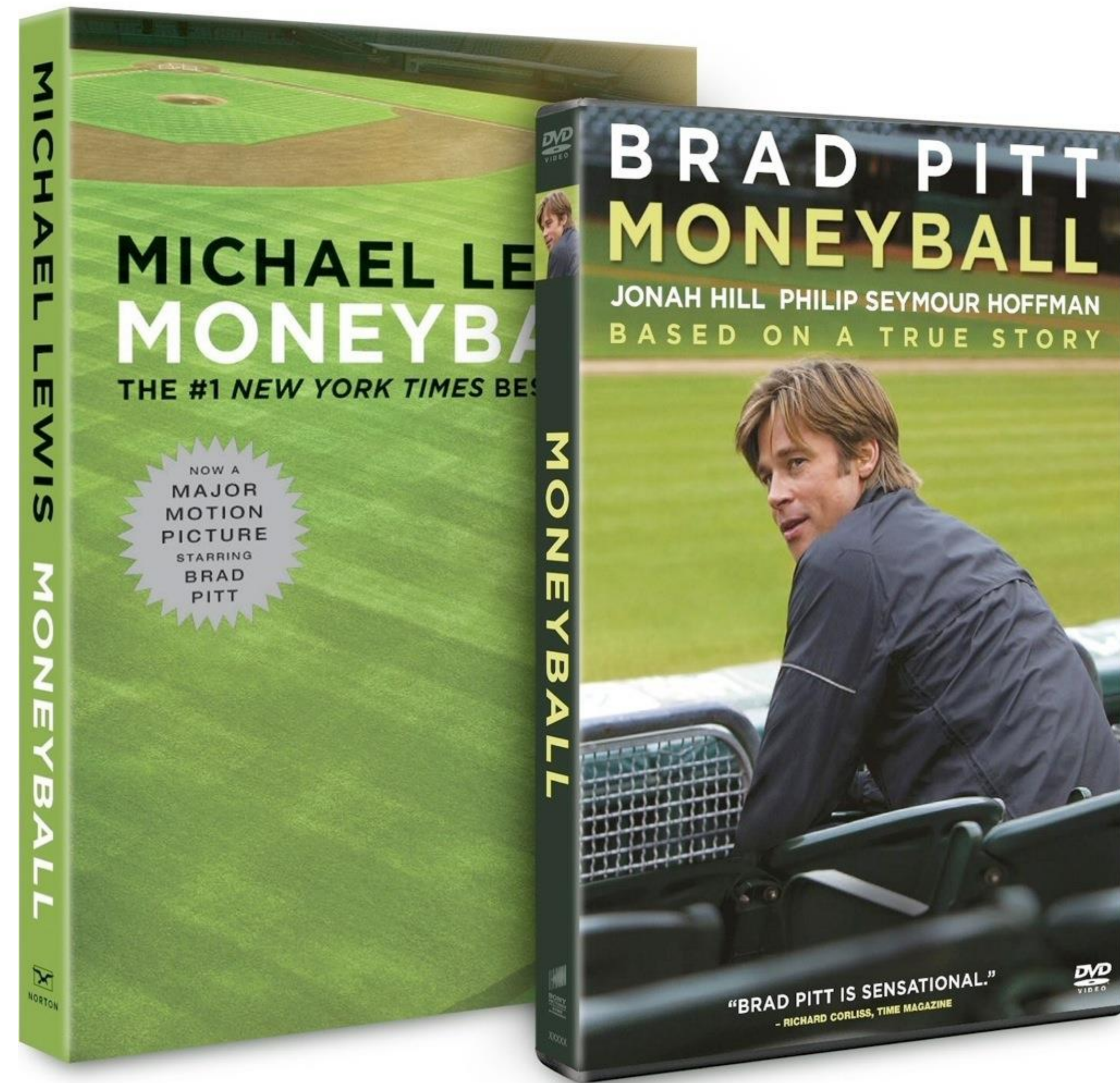




# What is the museum brand secret recipe?

If those premium league institutions  
are the 1% of the 55.000 museums in the world,  
we must ask: what about the 99%?







# There is something about Moneyball

There's a lesson we can learn from this baseball manager who deals with the smaller budget in the whole league.

And yet they started to win games in a row after he paid attention to the geek guy (guess what? the character is called Peter Brand!)



# What the great museum brands have in common?

- > It's about us
- > Care to listen
- > Take risks





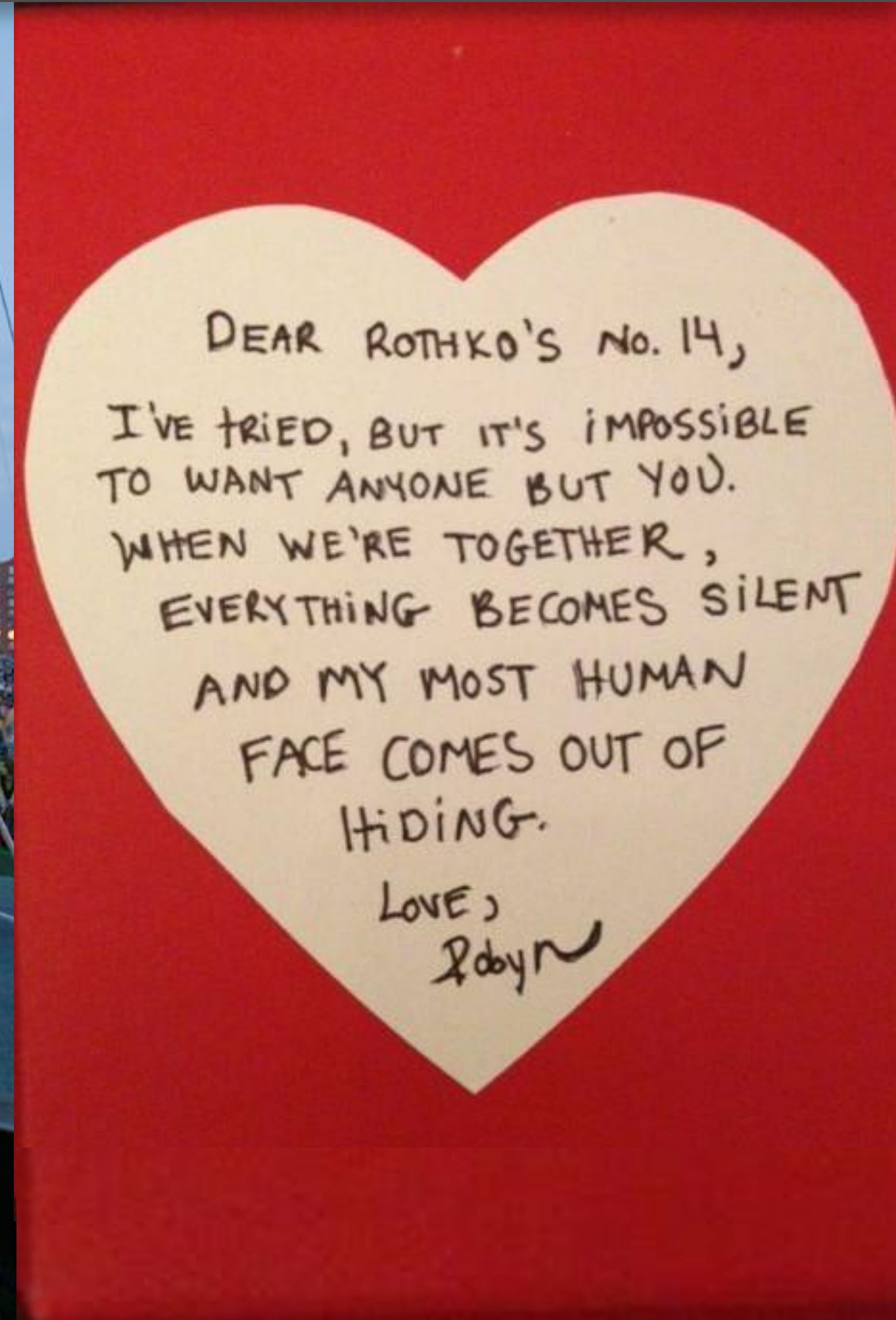
# IT'S TIME WE MET

6:35 p.m. 19th-Century Galleries. Photo by Laura P. Russell via Flickr.



THE  
METROPOLITAN  
MUSEUM OF ART

metmuseum.



DEAR ROTHKO'S No. 14,  
I'VE TRIED, BUT IT'S IMPOSSIBLE  
TO WANT ANYONE BUT YOU.  
WHEN WE'RE TOGETHER,  
EVERYTHING BECOMES SILENT  
AND MY MOST HUMAN  
FACE COMES OUT OF  
HIDING.

LOVE,  
Edoyn



# Maybe branding have to rebrand itself

Affection Management: a mindset that helps cultural institutions build strong relationships with the different audiences and play a relevant role in their communities.



NOVEMBER 8, 2012 | FAMILY & KIDS, VISITOR VIEWPOINT

# MoMA Studio: Common Senses Welcomes Families After Hurricane Sandy

Posted by Jackie Armstrong, The Emily Fisher Landau Education Fellow



Artists
Behind the Scenes
Collection & Exhibitions
Design
Events & Programs
Family & Kids
Film
Fluxus
MoMA PS1
Tech
Videos
Viewpoints



MEMBER EARLY HOURS FOR EDVARD MUNCH: THE SCREAM

WED-MON, OCT 25-APR 29, 9:30-10:30 AM

JOIN TODAY



# There is something about Moneyball

“I apply this thinking to MoMA, where more than 90% of our new visitors ‘intend to return’ and have a great experience ONCE THEY VISIT.

So all we need to do is get them in the door – or in the metaphor of *Moneyball*, bring them in along with a friend or a group, and build it from there.”

Kim Mitchell - MoMA



thank you! 谢  
谢