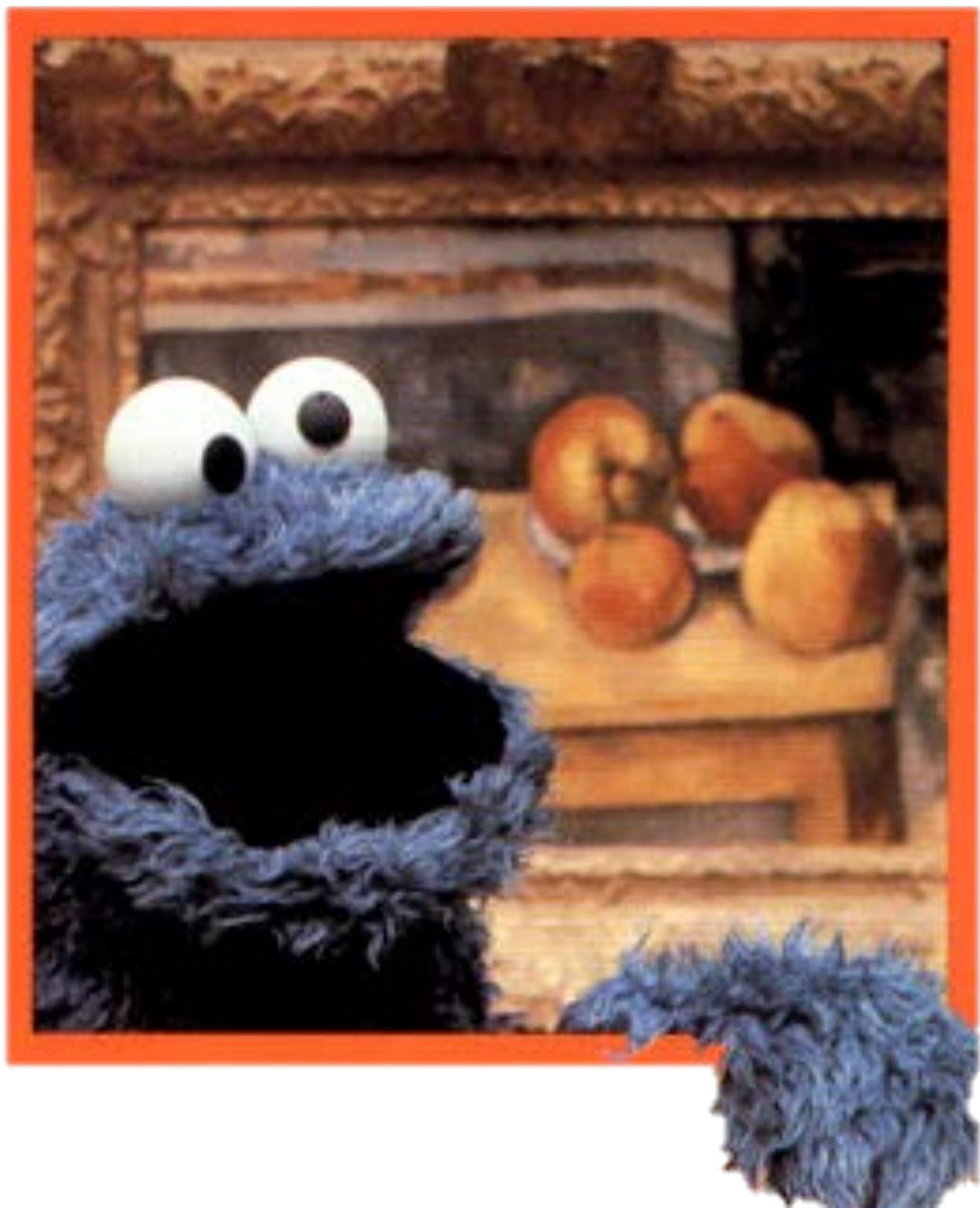

Building museum brands in a changing world context

Nick O'Flaherty

Wolff Olins

September 2, 2014

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**Q: Where does
yesterday meet today?**

A: In the museum!

Don't Eat the Pictures: Sesame Street
at the Metropolitan Museum of Art





65

190 People
21 Languages
4 Offices
1 Business
A World View



A passion for museums



Smithsonian

math~~of~~
arab museum of
modern art



NEW
235 BOWERY
NEW YORK NY
10002 USA
MUSEUM



The Metropolitan Museum of Art



Asian



Drawing from experience and learning's across sectors



Brand building

Helping organizations uncover,
articulate, push forward
and deliver on what makes
them uniquely relevant in
a changing world.

Define

... Organization as what?

Create

... Experienced how?

Deliver

... Delivered how?

Game changing brands for positive impact

In the museum world the value of “brand” is (slowly) being recognized

From incidental to intentional

Clear proposition to audiences, to funders, to partners, to their people

Identity and communications with greater ROI

A tool for decision making and prioritization

To extend the reach of scholarship

But intentional means anticipating future shifts

Museums must identify how a rapidly changing world context could affect their audiences, and the role and relevance of their institution going forward

Look inside

**WHAT'S SPECIAL
ABOUT THE MUSEUM**

BRAND

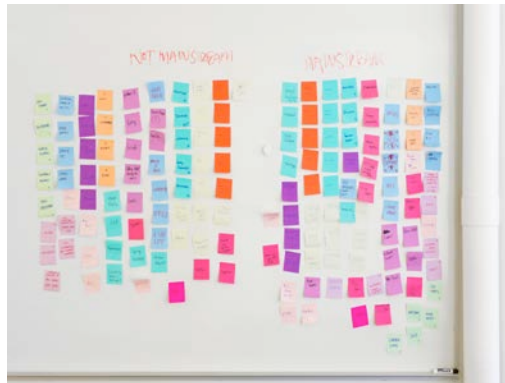
Look outside

**WHAT THE WORLD NEEDS
+ WHERE ITS HEADED**

A continuous cycle of trendwatching

- TRACK AND GATHER MACROTREND ISSUES + INTERDISCIPLINARY INSIGHTS
- MAP MUSEUM ACTIVITY
- ZERO IN ON KEY THEMES UNDERLYING MUSEUM ENGAGEMENT

Tap into our network of future forward thinkers



Miranda Siegel
Writer/Cultural critic



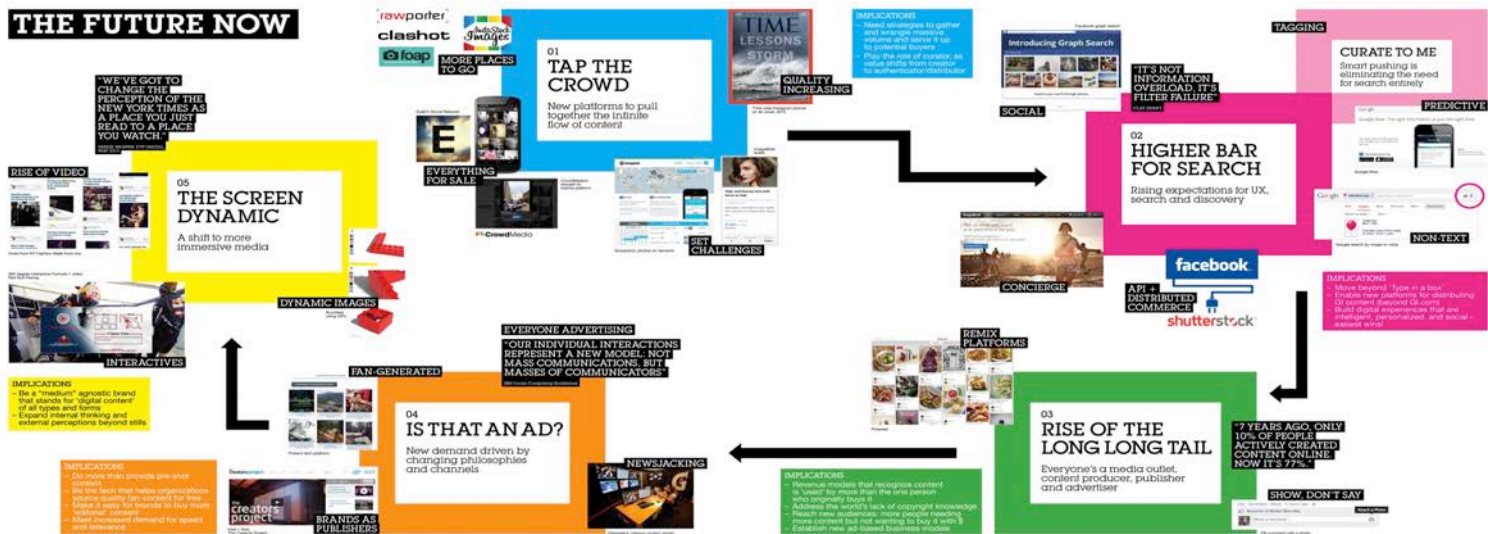
Shane Snow
Cofounder Contently



Alexa Karolinski
Filmmaker



Daniel Siders
Technologist/Futurist









Hans Ulrich Obrist
Director of the Serpentine



Boyoung Lee
Creative Director at, Shinsegae

Map museum activity

Museum as Global	Museum as Local	Museum as Virtual Space	Museum as Analog Space	Museum as Temporary	Museum as Place for Learning	Museum as Place for Business				
Museum as Embassy Louvre + High Makes an exhibit of 3 year partnership with Alsatian museum, brings 1.27 million into revenue of partnership. 	Museum as Destination/Off the Beaten Path Marfa 2010 Population 1,000. Closed. Translucent.  Mesa Mesa North Adams, Massachusetts. Best playground in the state. 	Museum as Augmented Reality Louvre 3D Visit the Louvre.  Subana House Museum provides relevant information and interaction for the user as they move through the museum. 	Museum as Virtual Space Google Cultural Institute  Tate in Minecraft One of the world's most popular museums is now in Minecraft. 	Museum as Live Stream V&A Live Cloaking Video stream to cinema. 	Museum as Digital Detox El Barrio Museum Free after midnight on Wednesdays, closed rule of no screens in the gallery. 	Museum as (Night) Club Art Museum The museum converts the event's dance party into a gallery for people. 	Museum as Art Project Museum of Jurassic Tech David White's collection challenges the idea of a museum by mixing text and nature across the competition of a museum. 	Museum as School British Museum + BP Perfect museum place by 1000 schools in the British Museum over their 100th birthday. 	Museum as Lab/Incubator/ESD New Inc. Over 70 people chosen by museum to try to create the best idea for the museum, building on and its culture with museum for business and various other, educational events. 	Museum as Corporate Vehicle British Museum + BP Perfect museum place by 1000 schools in the British Museum over their 100th birthday. 
Museum as Franchise Louvre Lens All kinds of impressive 100,000 visitors in the first year. 	Museum as "Public Space" Y&A Dundee Described as a "living room in the city". 	Museum as Interactive Social Context Gallery One At the Cleveland Museum of Art, a digital book, visitors explore in their virtual world. 	Museum as Pilgrimage Royal Academy of Art History larger scale works on canvas and that show a 100th anniversary. 	Museum as Temporary Pop Up For the Museum of Social History Transforms spaces into temporary installations dedicated to celebrating LGBT history. Fashion, art, science, and technology. This shows up in Philadelphia, Birmingham, NYC. 	Museum as School British Museum + BP Perfect museum place by 1000 schools in the British Museum over their 100th birthday. 	Museum as Corporate Vehicle British Museum + BP Perfect museum place by 1000 schools in the British Museum over their 100th birthday. 				
Museum as Architecture Abu Dhabi A suggestion by Siriy, a concept by Siriy, (right next to a new building designed for the new museum). 	Museum as Architecture Guernsey Museum Having a high profile, awarded national competition to design the new building. 	Museum as Data Stream Rocky Mountain Museum Use data generated online in a way extending how the museum affects the museum for all. In help design and add another layer of meaning to the exhibit. The exhibit has displayed some progress and the generated data. 	Museum as Church Y&A Dundee Described as a "living room in the city". 	Museum as Temporary Pop Up For the Museum of Social History Transforms spaces into temporary installations dedicated to celebrating LGBT history. Fashion, art, science, and technology. This shows up in Philadelphia, Birmingham, NYC. 	Museum as Corporate Vehicle British Museum + BP Perfect museum place by 1000 schools in the British Museum over their 100th birthday. 	Museum as Corporate Vehicle British Museum + BP Perfect museum place by 1000 schools in the British Museum over their 100th birthday. 				

Museum metaphors

Museum as research institute

Museum as school

Museum as entertainment

Museum as archive

Museum as encyclopedia

Museum as “mind exercise”

Museum as church

Museum as (night)club

Museum as symphony

Museum as public space

Museum as exclusive private space

Museum as landmark

Museum as city

Museum as embassy

Museum as piece of architecture

Museum as luxury brand

Museum as corporate vehicle

Museum as non-commercial space

Museum as theatre

Museum as lab

Museum as art space

Museum as network node

Museum as resource

Visitor as user

Museums negotiate...

Digital / Analog

Encyclopedic / Specific

Permanent / Temporary

Timeless / Timely

Canon / Avant-Garde

Commercial / Non-commercial

Good for you / Fun for you

Global / Local

Public / Private

Audiences and Their Worlds Are Changing

5 Themes

1. Institutional authority challenged

Authority is no longer assumed, and readily sidestepped

2. New learning

Information overload necessitates new forms of learning

3. Authentic experiences on the up

Desire for 'in real life' experiences

4. Spirituality beyond religion

Rise of spirituality and a desire to connect

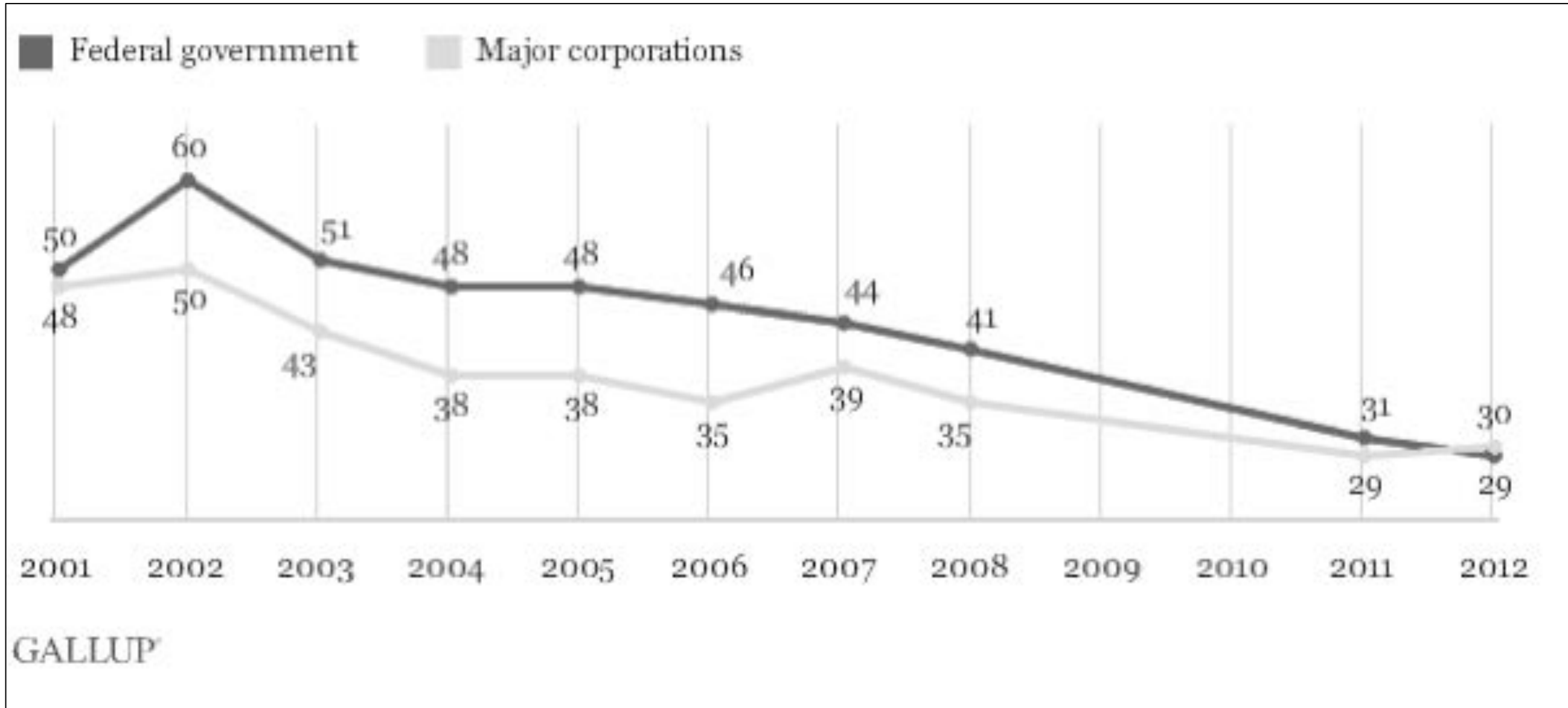
5. What is / isn't art

Democratization and globalization breaking down boundaries

1. Authority

Hierarchies of power are in flux:
authority is no longer assumed -
and often sidestepped

Faith in both corporations and government at all time low



And there is a blurring of lines and roles between the two



Google's project Loon connects underserved and rural areas to wifi



UIDAI - provides Indians a digital identity to use for receiving government subsidies, banking, and education

New media allows the public to challenge traditional sources of authority – and become sources of authority themselves



“Between 2010 and 2012, China’s citizens exposed 156 corruption cases via new media (Weibo, net forums), twice that of traditional media reporting”


Chinese academy of Social Sciences, June 2013

...or provide a platform for all manners of experts



“I have 1700 followers on Instagram, which honestly I think is a large amount for someone who isn’t really relevant”

- Futurepanelist, writer

A photograph of three people sitting on a modern, minimalist bench. The person on the left is wearing a dark suit and black leather shoes. The person in the middle is wearing blue jeans and black and white striped sandals. The person on the right is wearing a dark suit and black leather shoes. The background is a plain, light-colored wall.

While those in new media challenge the conventions of
authority and power

CASUAL IS THE NEW FORMAL

Traditional media players are rethinking partnerships and how they engage the public



Former underground mainstay Vice partners with HBO



Deeper editorial, but more ways to engage (e.g. online, events)

Audiences are seeking

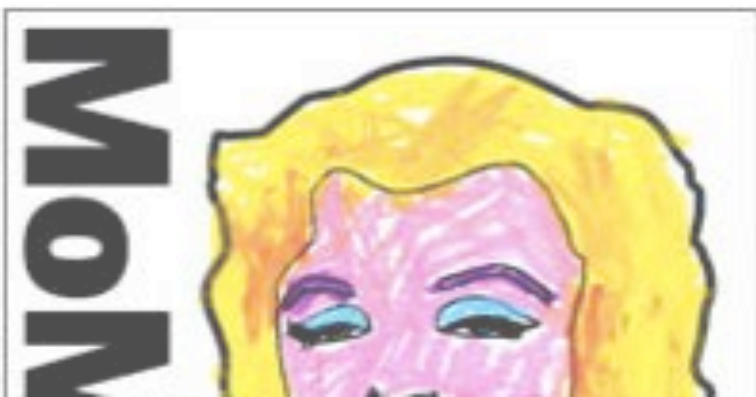
- trustworthy, verified sources of information
- transparency, not just assumed facades
- platforms to contextualize a new set of experts, and to contribute
- knowledge sharing, not dictation

Museums are responding...

MoMA Unadulterated



OVERVIEW



What do kids know about art? Only everything.

Welcome to MoMA Unadulterated, an unofficial audio tour created by kids. Each piece of art is analyzed by experts aged 3-10, as they share their unique, unfiltered perspective on such things as composition, the art's

How is hip-hop
Is it the
microchip?
Smithsonian
Messaging

When is it
OK to drop
the ball during
an election?

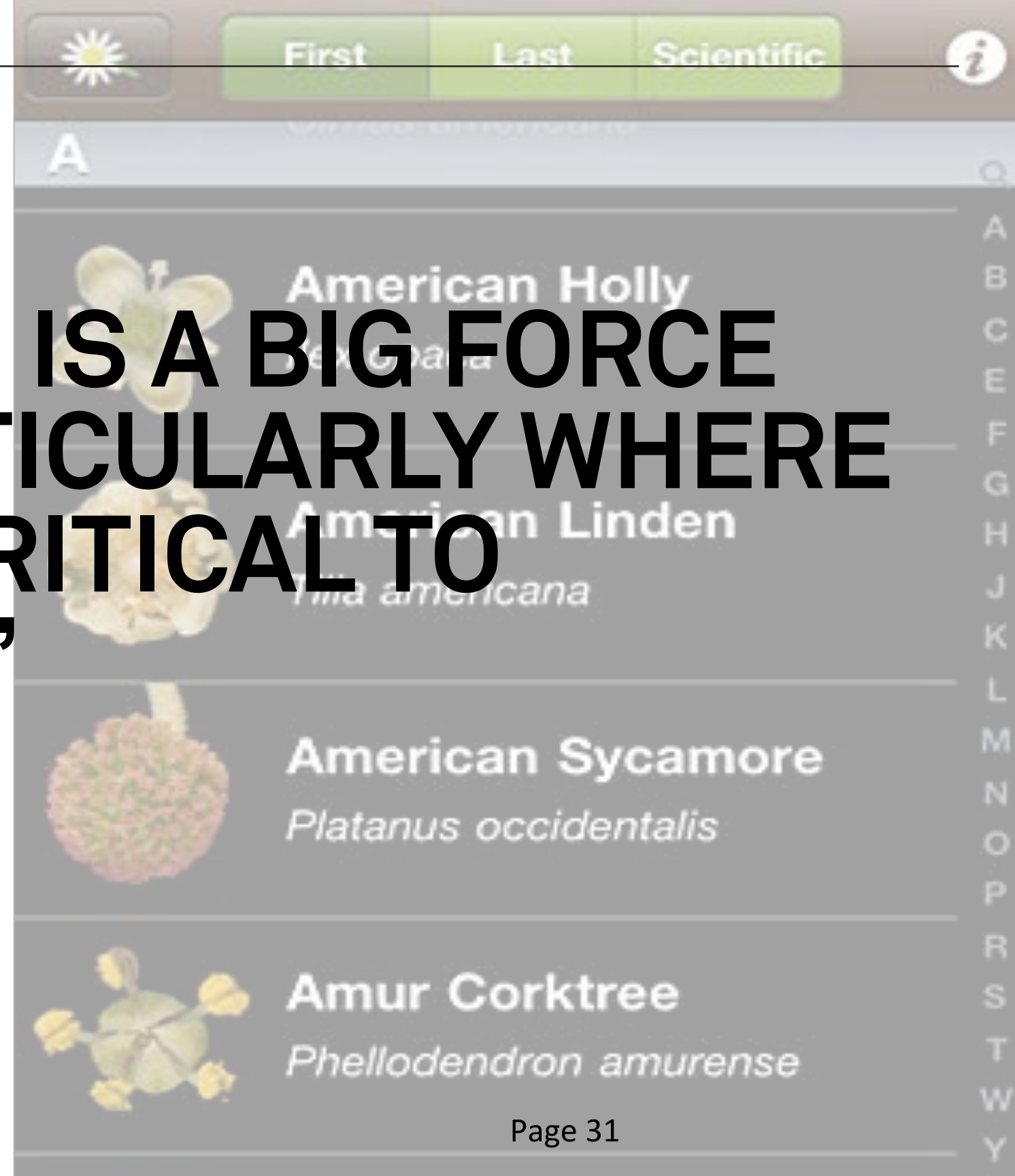
“WE’RE USING A TONE OF VOICE
THAT APPEALS, SHORT BITES ON
TWITTER... WHEREAS USUALLY
MUSEUMS SPEAK IN THE VOICE
OF GOD”

What has
given us water
from Mars
and daggers
from India?

What is part
man, part fish,
and all latex?

Smithsonian
Leafsnap

**“CROWDSOURCING IS A BIG FORCE
FOR CHANGE, PARTICULARLY WHERE
OBSERVATION IS CRITICAL TO
IDENTIFY SPECIES”**



Tate Plus Tate



National Palace Museum

Digitalization Projects: Open Data



Questions to consider

What about your institution provides trust and access vs. intimidation or elitism?

How is your museum being generous with your position of authority, and how are you a trusted, valuable resource in your audiences lives?

How might this affect your development and partnership strategies?

2. LEARNING

Ever-accelerating information overload necessitates new, networked forms of awareness, attention, and content consumption

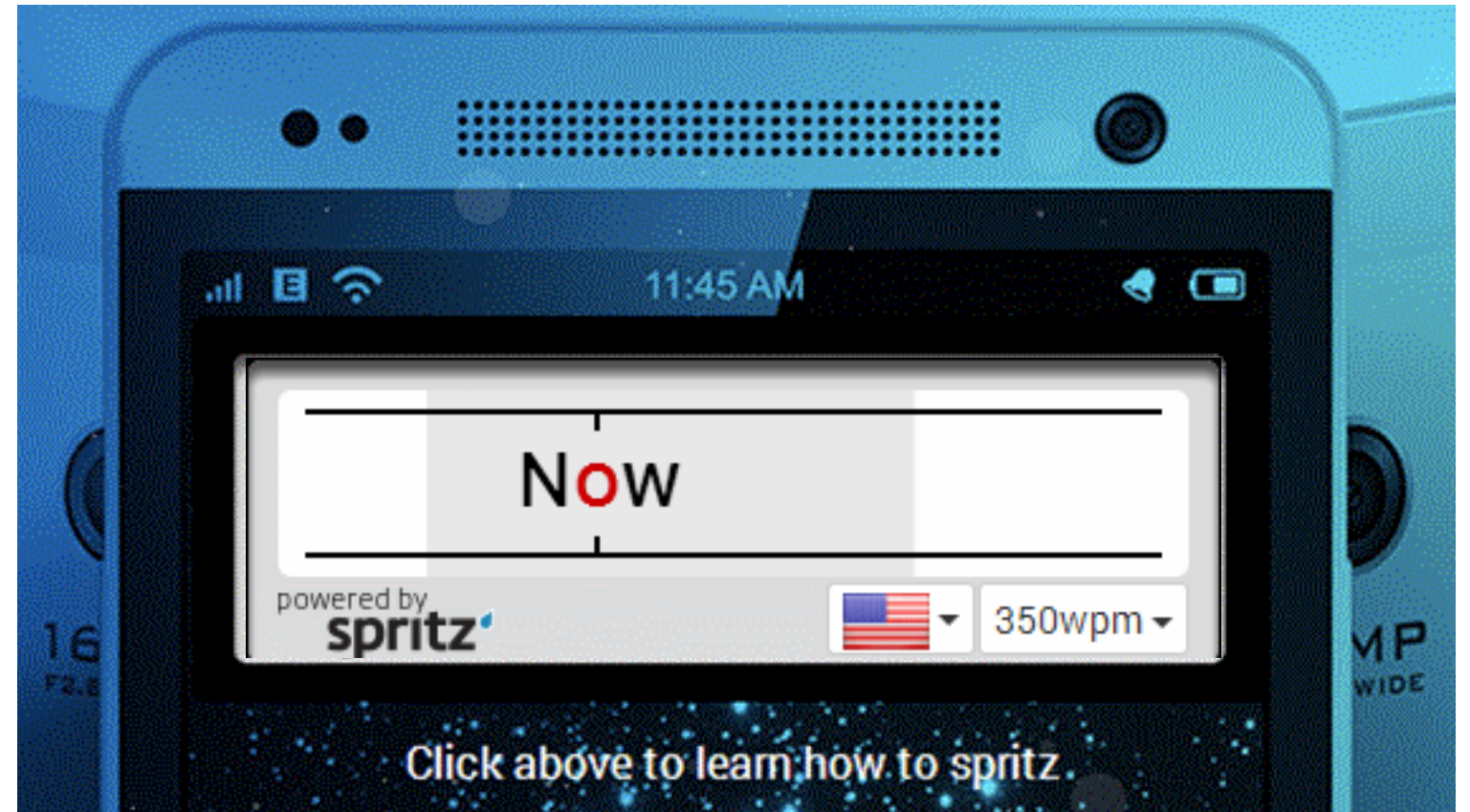
**618,725 tweets per
minute during the
2014 World Cup Final**



We are learning how to negotiate the tidal wave of content



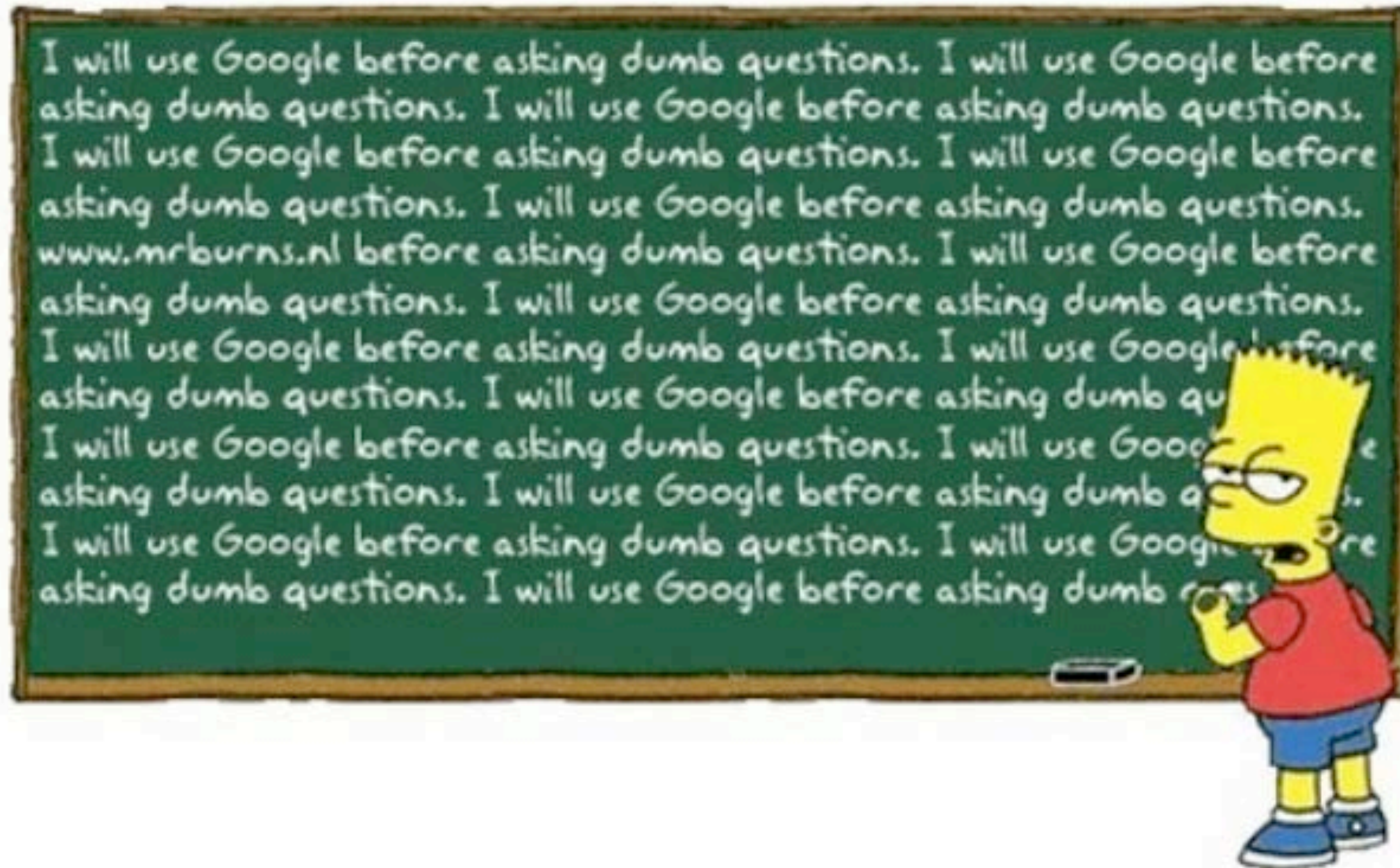
Snacking (Snapchat)
vs.
Bingeing (Netflix)



....Or learning to consume more, faster



And use the internet as auxiliary brain

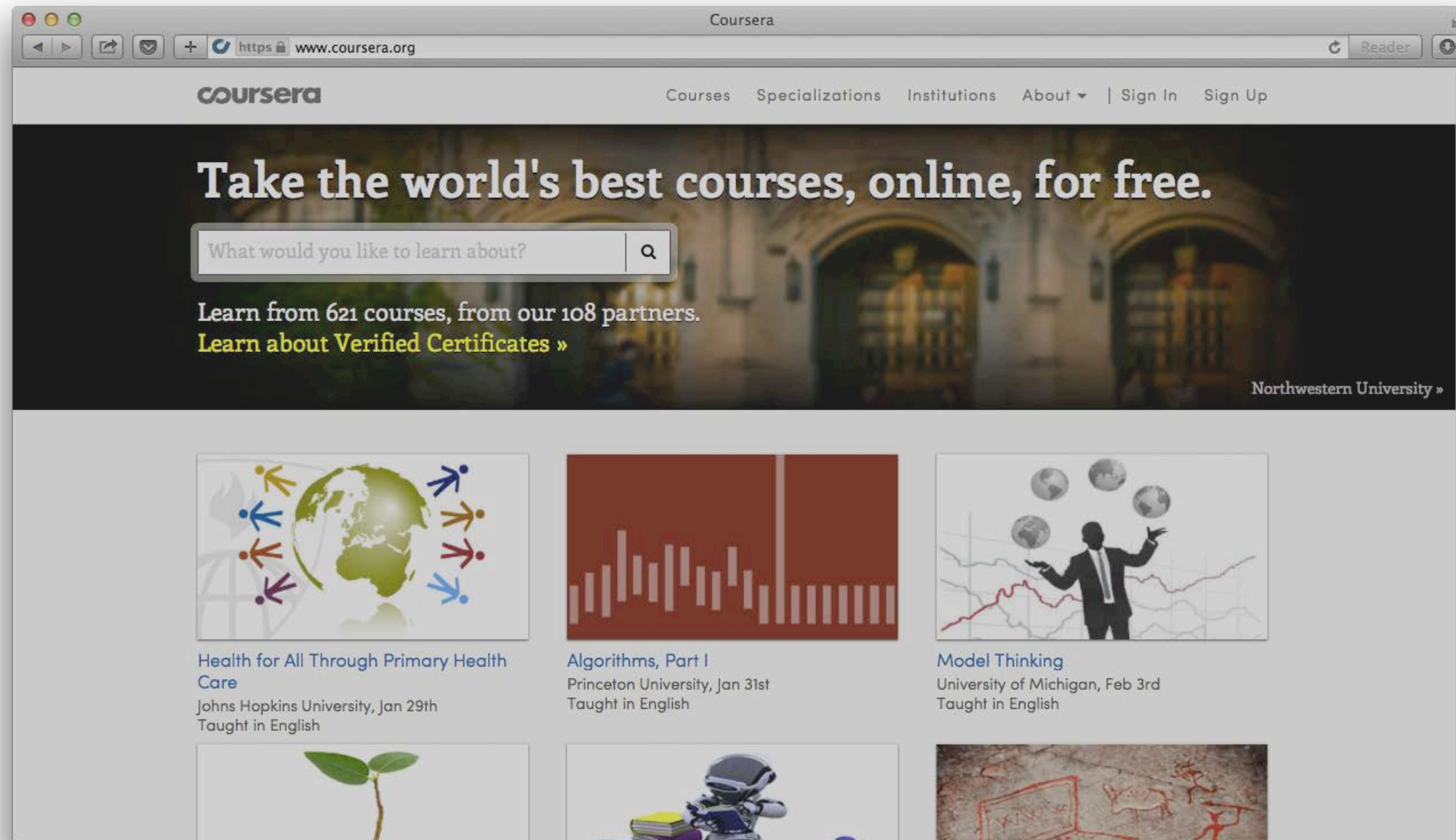


From data classification to pattern recognition

“Our electrically-configured world has forced us to move from the habit of data classification to the mode of pattern recognition. We can no longer build serially, block-by-block, step-by-step, because instant communication ensures that all factors of the environment and of experience coexist in a state of active interplay.”

-Marshall McLuhan

Rethinking how and where we learn...





...and challenging conventions

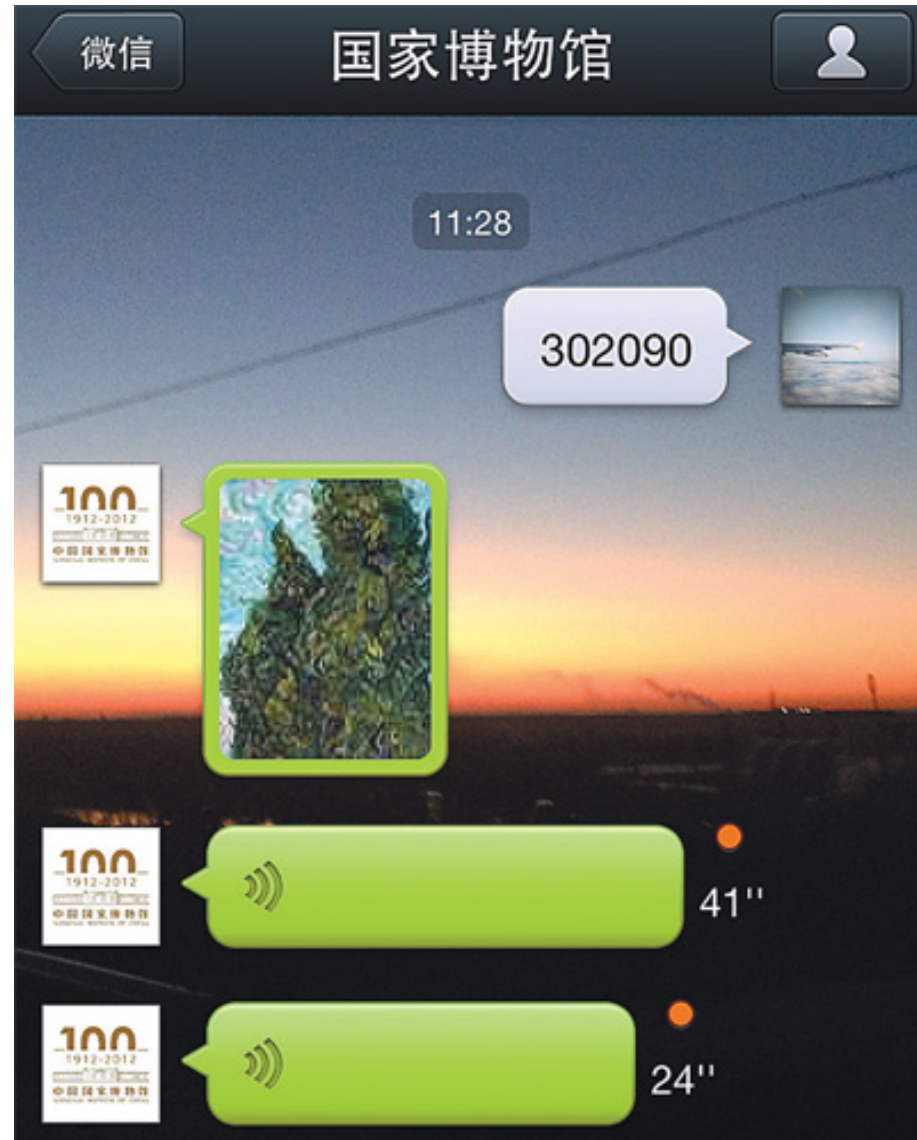
Audiences are seeking

- respite from information overload
- ways to successfully self-lead their discovery + learning process
- options of different modes and depths of learning
(snacking vs. binge-ing)
- meaning, not data

Museums are responding...

National Museum of China

Nature in Western Art – Masterpieces from The Met



Tate

Magic Tate Ball



The New Museum NEW INC



Questions to consider...

How can museums take advantage of new forms of technology to unlock the potential of their scholarship?

How do help audiences “snack” - spark their curiosity – and then “binge”?

What might it mean to be an “encyclopedic” museum in an era of pattern recognition?

What is the future for museum research and scholarship ?

3. AUTHENTIC

A sense of the world as too big and too virtual has led to increased desire to find authenticity in analog, local or intense “in-real-life” experiences

Pilgrimages to authenticity

“The internet made the museum’s function of representing art history obsolete. Of course, in the case of the internet, spectators lose direct access to the original artworks—and thus the aura of authenticity gets lost. And so museum visitors are invited to undertake a pilgrimage to art museums in search of the Holy Grail of originality and authenticity.”

– Boris Groys, Art Historian

#ARTSELFIE

EMINEM →



← MONA LISA

The continued rise of event culture

**COACHELLA ATTENDANCE INCREASED
225x SINCE 1999**

**BURNING MAN ATTENDANCE
INCREASED 68x SINCE 1993**



Even if it is to see something virtual...



Audiences are seeking

Authenticity through objects

- access to the real deal
- a sense of connection to physical things, their auras, patinas and history

Authenticity through events

- live events that prove “they were there”
- Experiences of intensity

Museums are responding...

Rijksmuseum

No screens rule



National Palace Museum

ARTicket – Animated Ticket



The Met

The Met Museum Presents



Questions to consider

How can museums tap into the rising significance of event-based culture?

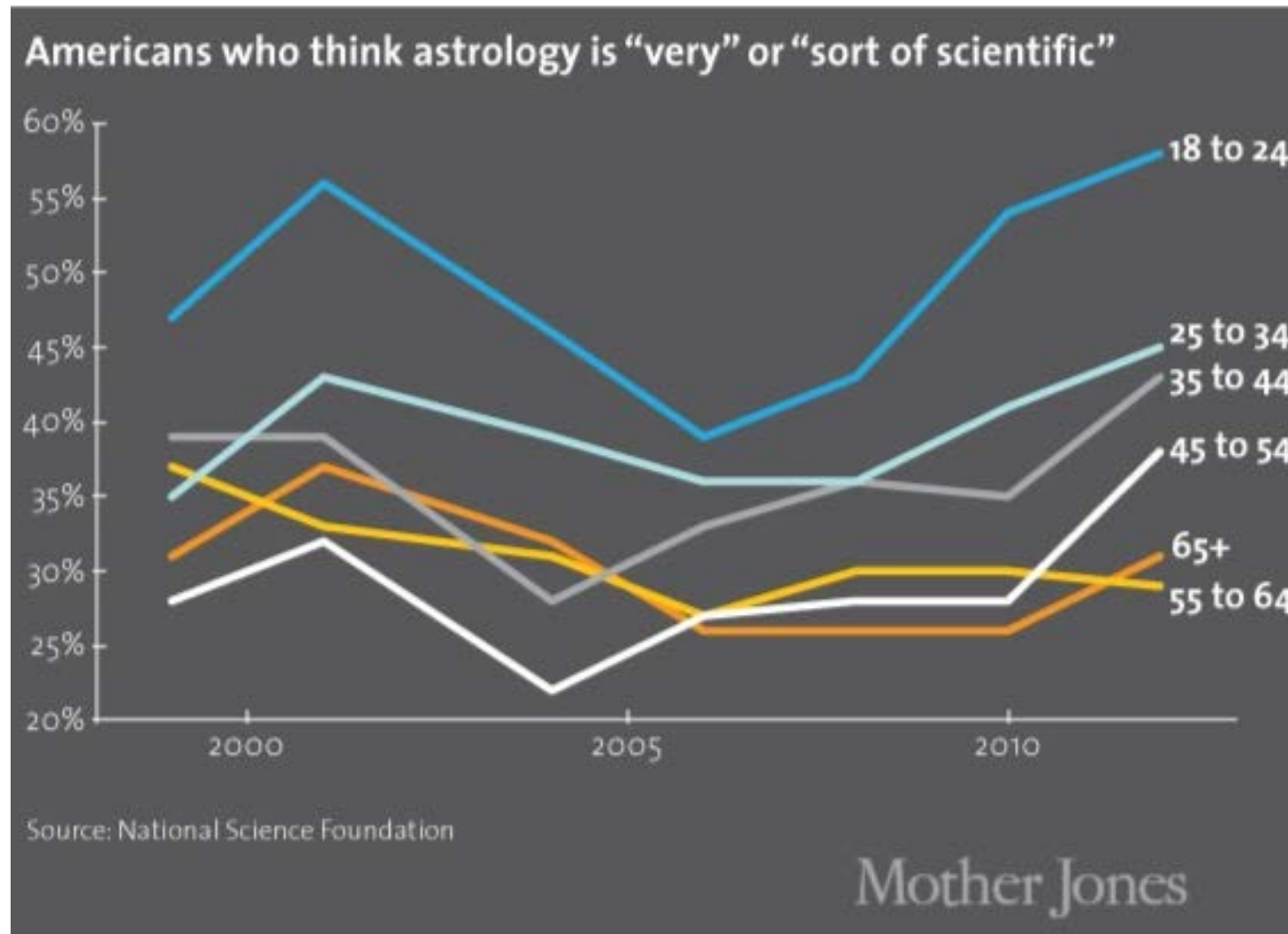
How can museums use their collections to feed people's desires for "the real deal"?

How can a digital and social media strategy augment vs. interrupt people's experience of the museum?

4. SPIRITUALITY

The rise of secular spiritual attitudes and a desire to connect to the beyond (and to others) outside the context of traditional religion

Rise of secular-spiritual attitudes (either alongside or in place of traditional religion)



1-in-6 people around the globe (1.1 billion, or 16%) have no religious affiliation...making the unaffiliated the 3rd-largest religious group worldwide, behind Christians and Muslims

68% of unaffiliated U.S. adults believe in “God or a higher power”

72% of U.S. Millennials more spiritual than religious

Source: Gallup + Pew 2013

Museums as the new spiritual sanctuary

“In a secularising world, art has replaced religion as a touchstone of our reverence and devotion... but in practice art museums often abdicate much of their potential to function as new churches (places of consolation, meaning, sanctuary, redemption)”
...

– Alain de Botton, writer/philosopher/social entrepreneur

To commune, to reflect

“It’s like how Michael Pollan refers to preparing and eating a meal.

It’s a human, out of screen experience, that brings people together. It lets us reflect.

That’s a role museums should increasingly play”

- Interviewee, Asian Art Museum

Audiences are seeking

- places for solo contemplation
- a sense of connection to the beyond
- places for communal gathering
- contemporary rituals + pilgrimages

Museums are responding...

Rothko Chapel



Marina Abramovic Institute Hudson



The Met

Friday Nights



National Museum of Natural Science

Mayan Exhibition



Questions to consider?

How can museums best fulfil this societal need?

How can your collection and space help people contemplate and connect?

5. ART

A globalized art world and democratized visual culture have broken down traditional boundaries between what is and isn't art

New artists



Established artists using new media



aiww

Instagram



1580 likes 73 comments

New audiences



Born daily...

JEFF KOONS →



← NORTH WEST
(DAUGHTER
OF KIM &
KANYE)

Made daily...

Could Silicon Valley Contemporary Be the Next Art Basel?

Artspace



Blurring boundaries



"They're not the people who make a living as artists, art critics or professional art collectors ... These are people who hear about a great new film they want to go to. They hear that there's a terrific new fashion store that's very cool — they want to go there. They don't differentiate between these cultural forms."

Jeffrey Deitch

Audiences are seeking

- their own identities as artists
- art as a type of entertainment
- interdisciplinary forms of art and creativity
- ways to understand a new canon

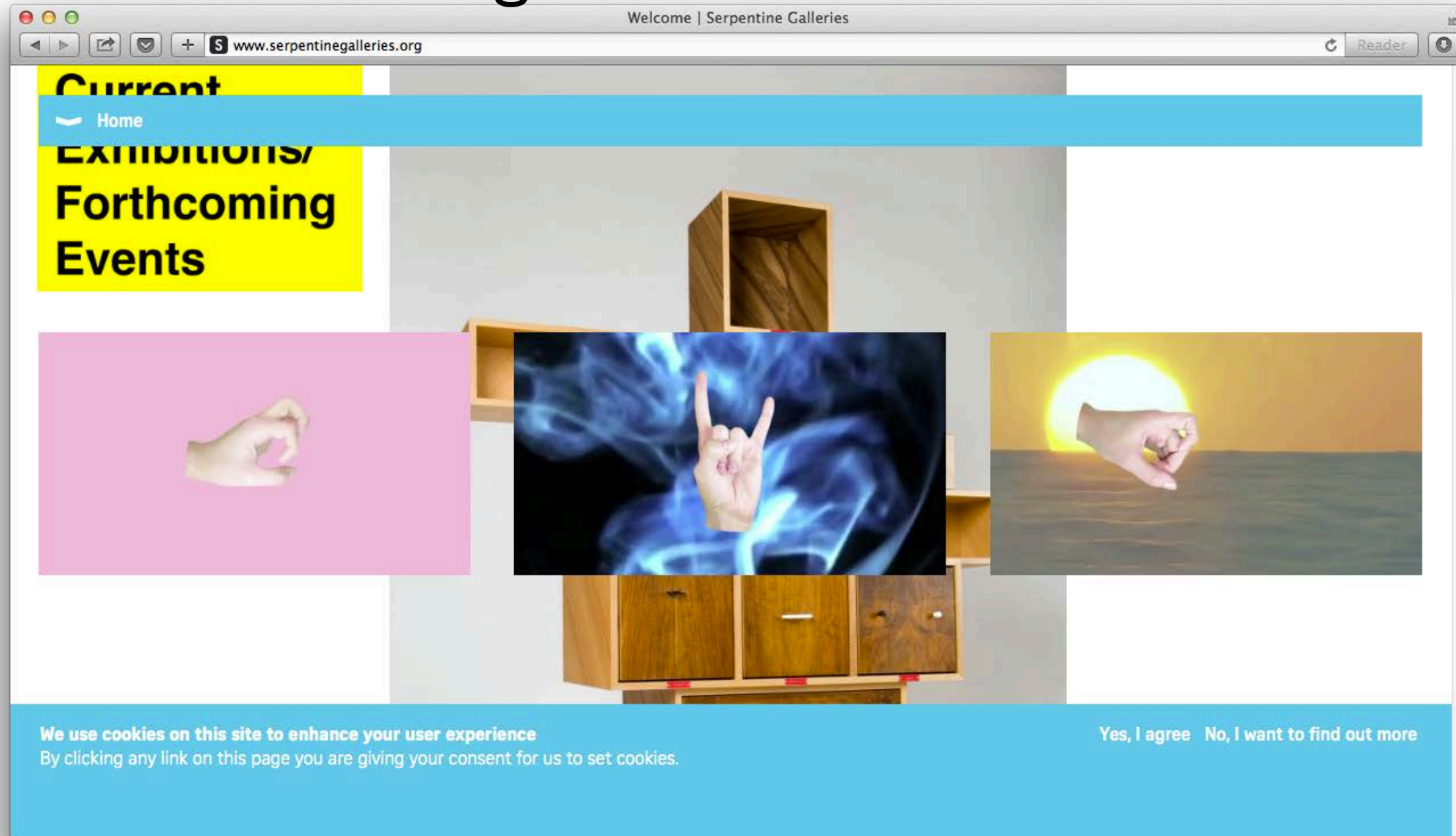
Museums are responding...

National Taiwan Science Center

Here We Are in Taipei – Line Friends



The Serpentine Digital Takeovers - Agnes



798 Art District – Beijing

Blended spaces



Questions to consider?

How much of a leadership role should your museums play in defining the “canon” in this changing landscape?

Which new art audiences are right for your museum?

How much is your museum willing to experiment with new forms of art and creativity?

So to recap

5 themes

1. Institutional authority challenged

Authority is no longer assumed, and readily sidestepped

2. New learning

Information overload necessitates new forms of learning

3. Authentic experiences on the up

Desire for 'in real life' experiences

4. Spirituality beyond religion

Rise of spirituality and a desire to connect

5. What is / isn't art

Democratization and globalization breaking down boundaries

But it's not these 5 specific themes that really matter

It's your organization's readiness to
identify, anticipate and negotiate
future shifts –
so you are able to play a more
meaningful role in the lives of your
audiences

To be their resource/ place/ platform

To look and think beyond their digital echo chambers and their everyday

For a lifetime of learning and inspiration – not a one off visit

To access to some of the greatest scholarship and minds on the planet

To push boundaries, to unlock the creativity that exists in us all

To build networks and communities to share, create, discuss

For the real deal

Thank you!



**SEIZE
THE
FUTURE!**