

Case Study V&A Digital Media

www.vam.ac.uk



The John Madejski garden, designed by Kim Wilkie
© Victoria and Albert Museum, London

3 challenges

A website rethink

Processing change

Technical Leadership

But first, a video....

1. A website rethink, rather than redesign

Is this digital transformation?

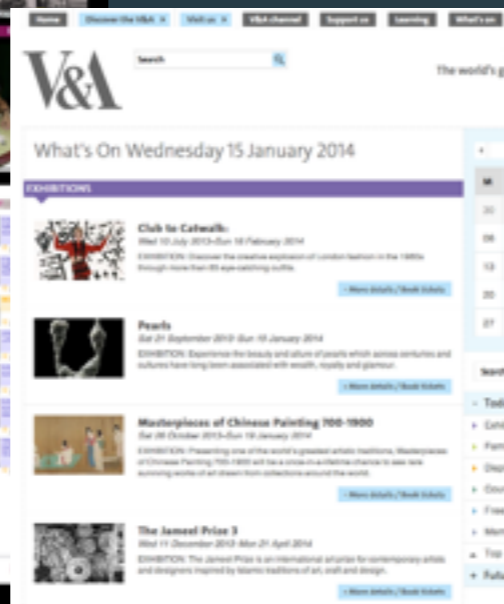
The V&A digital estate in 2013



Website



Channel



What's On



Newsletter



Online shop

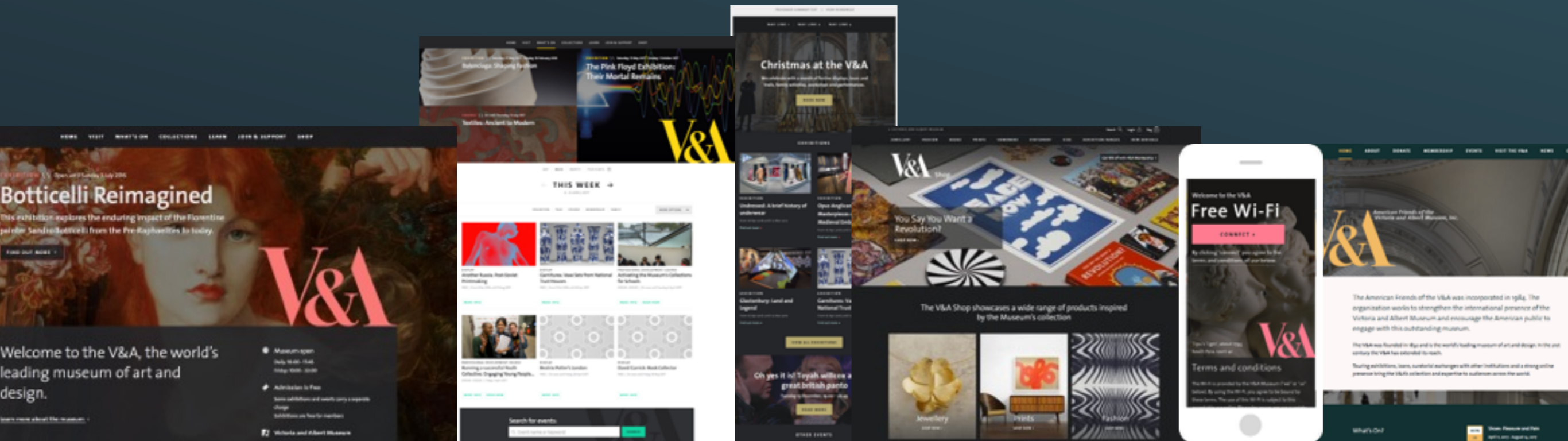


Wi-Fi



Partner site

The V&A digital estate in 2017



Website

What's On

Newsletter

Online shop

Wi-Fi

Partner site

How did we get there?

Agile

Stakeholders

Work in public ~ change anxiety

Takes time to get from weird to normal

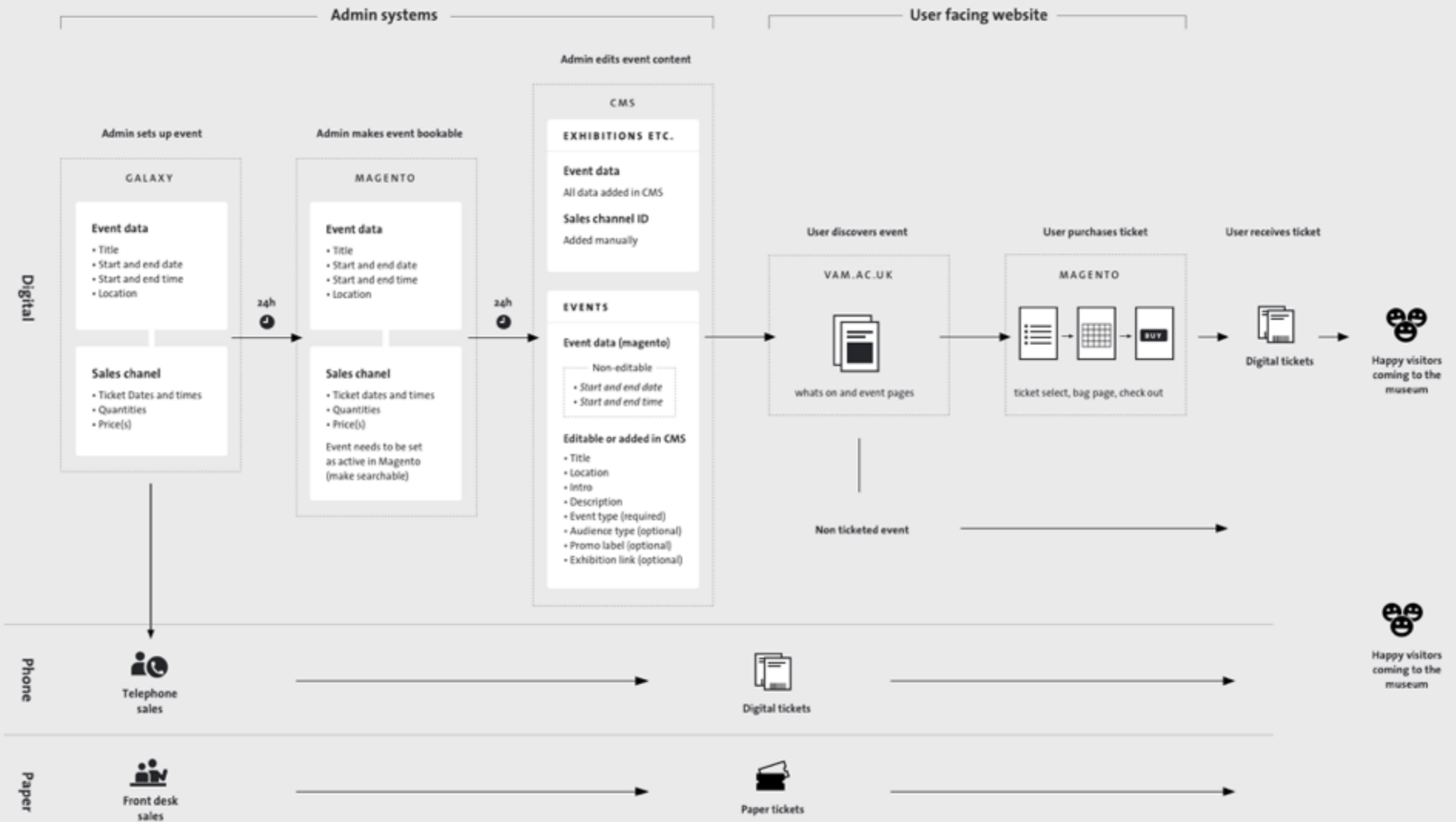
2. Processing change

So, is this digital transformation?

Act as a facilitator

- Building a modern digital team within a traditional museum organisation
- Listen, adapt the process when required (e.g. pre-planning and retrospectives touchpoints for stakeholders only)
- Be useful (e.g. document a complex product)

Documenting the V&A's ticketing architecture



Overcoming the digital competencies gap

- Not everyone “gets” digital but,
- Digital is everywhere, beware of digital landfill (Digital Media often promotes the least digital option)
- So make it easy to join in (workshops, prioritisation sessions, showcases)
- Gently co-opt and collaborate

Adopted solutions

- Mostly soft-skilled approaches (processes, negotiation, collaboration, etc)
- Key approaches: ceremonies, agile, MVPs...

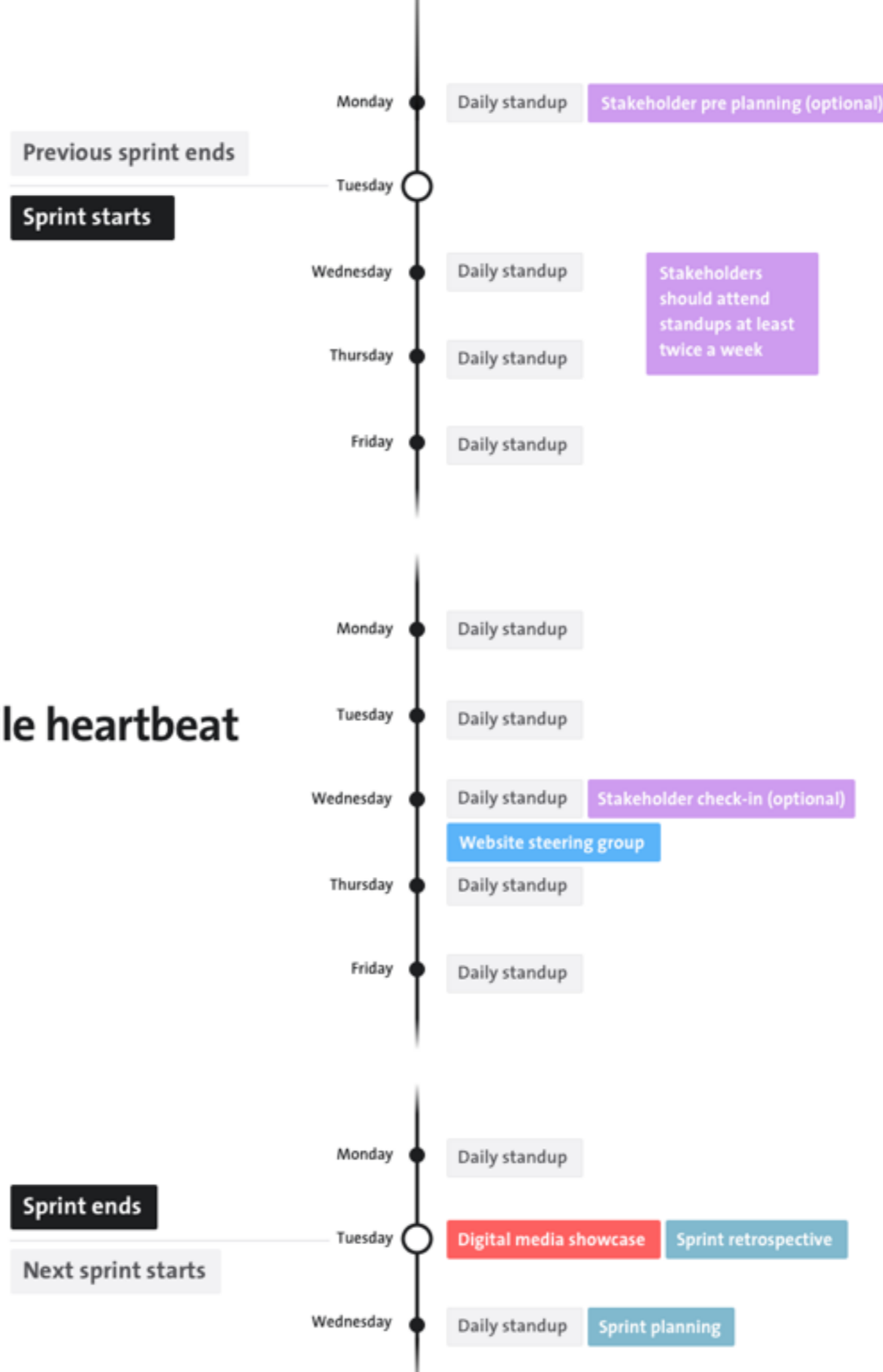
Ceremonies of community building

- Standups > Sprints > Showcases > Retrospectives > Documentation
- Products > Ownership > Roadmaps
- Analytics > User testing > Decision making
- Prioritisation sessions > MVP > Stakeholder buy-in

What agile looks like at the V&A

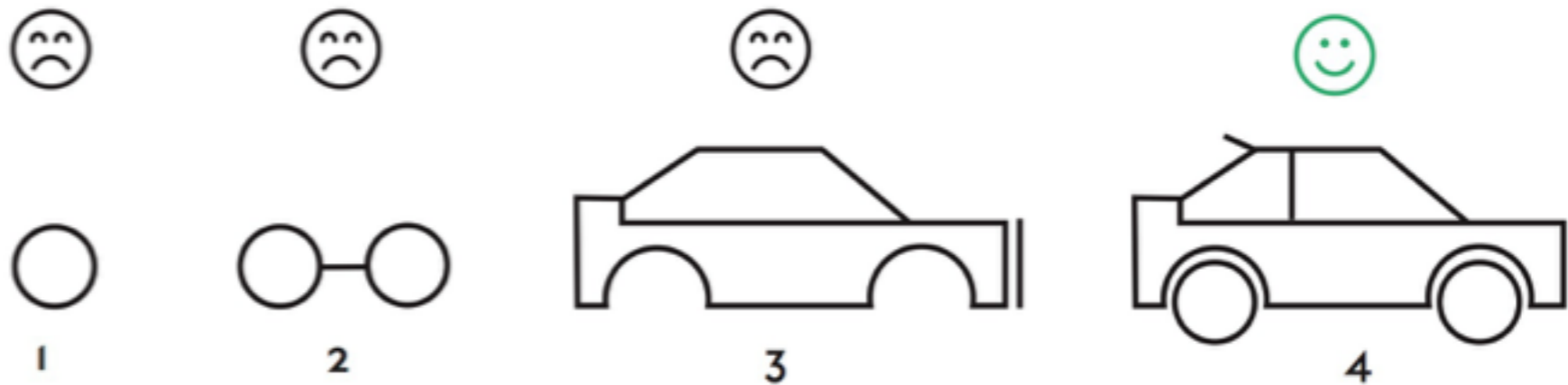
The agile heartbeat

Digital media

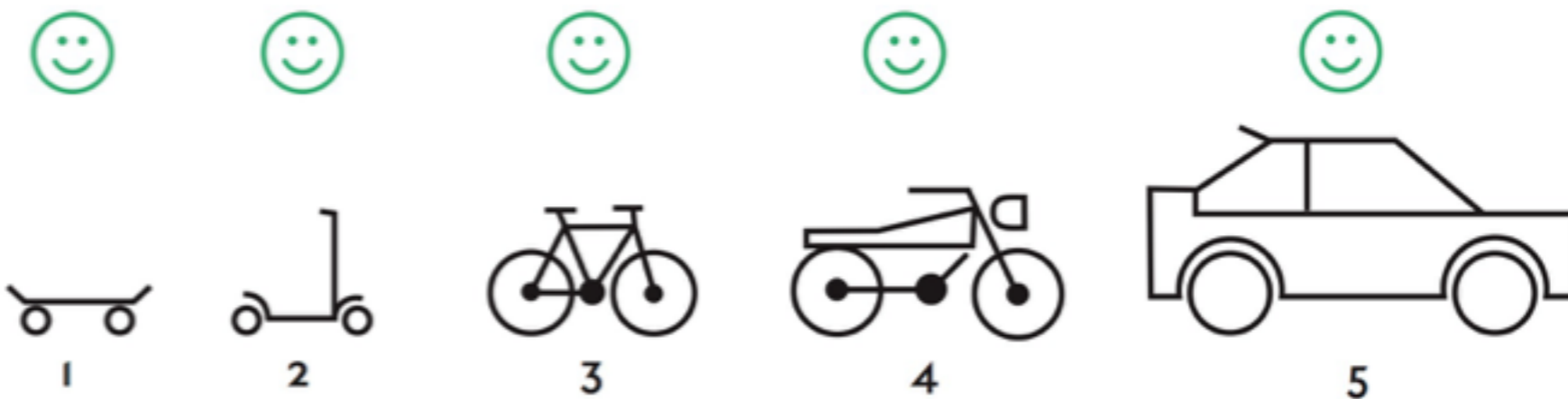


MINIMUM VIABLE PRODUCT (MVP)

NOT LIKE THIS



LIKE THIS



Results

- Website CMS widely adopted
- Delivered three successful platform launches in twelve months
- Shop, Print on Demand, What's On (including Courses)

CMS Adoption

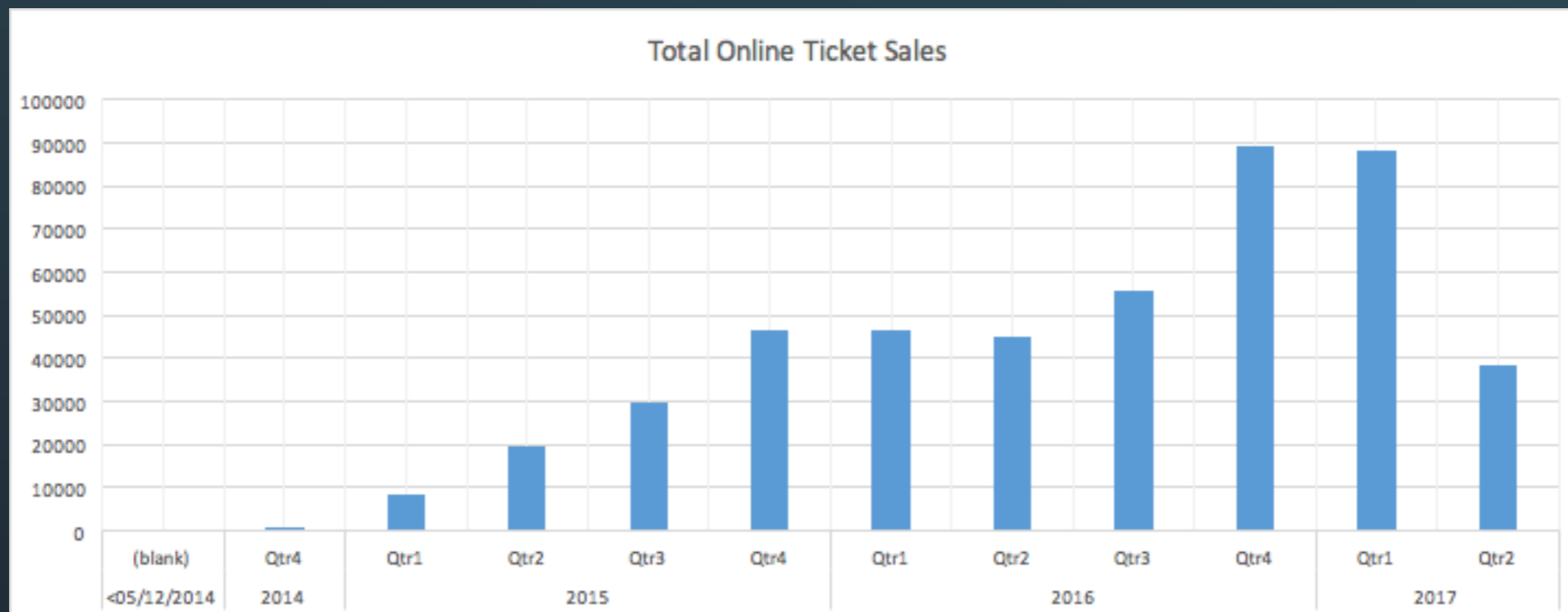
8x

Faster editorial publishing

4

Departments using the new
content management system

Online ticket sales



Connected teams

78%

Open rate for targeted ticket holder emails

22%

Of shop transactions now include a mixed basket of merchandise and tickets

3. Technical Leadership

What is a Tech Lead?

- Digital Mum
- Digital/technical voice for the museum
- First to say yes, or no, or why? Gives permission to (dis)agree
- Working closely product manager to plan ahead

Conditions for change

A Framework for Thinking about Systems Change

Adapted from Knoster, Villa, Thousand (2000)

From "Restructuring for caring and effective education: piercing the puzzle together (pp. 93-128)

	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Confusion
Vision	+		+	Incentives	+	Resources	+	Action Plan	=	Anxiety
Vision	+	Skills	+		+	Resources	+	Action Plan	=	Resistance
Vision	+	Skills	+	Incentives	+		+	Action Plan	=	Frustration
Vision	+	Skills	+	Incentives	+	Resources	+		=	False Starts
Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Change

Build momentum

- The agile cycle creates momentum, momentum creates pressure
- Use the agile process to remove roadblocks
- Work in public, make the work visible (Trello, Jira, Google docs)

And finally...

Creative time

- Clunky way to carve out time and give permission
- Turned out to be less “creative time”, more “implementation time”
- e.g. Fractal, IIF (International Image Interoperability Framework)


Fractal - website components

Person 1

Secure <https://vam-design-guide.surge.sh/components/detail/promo--with-sponsor-line>

V&A Visual Style Guide

Promo: With sponsor line WIP

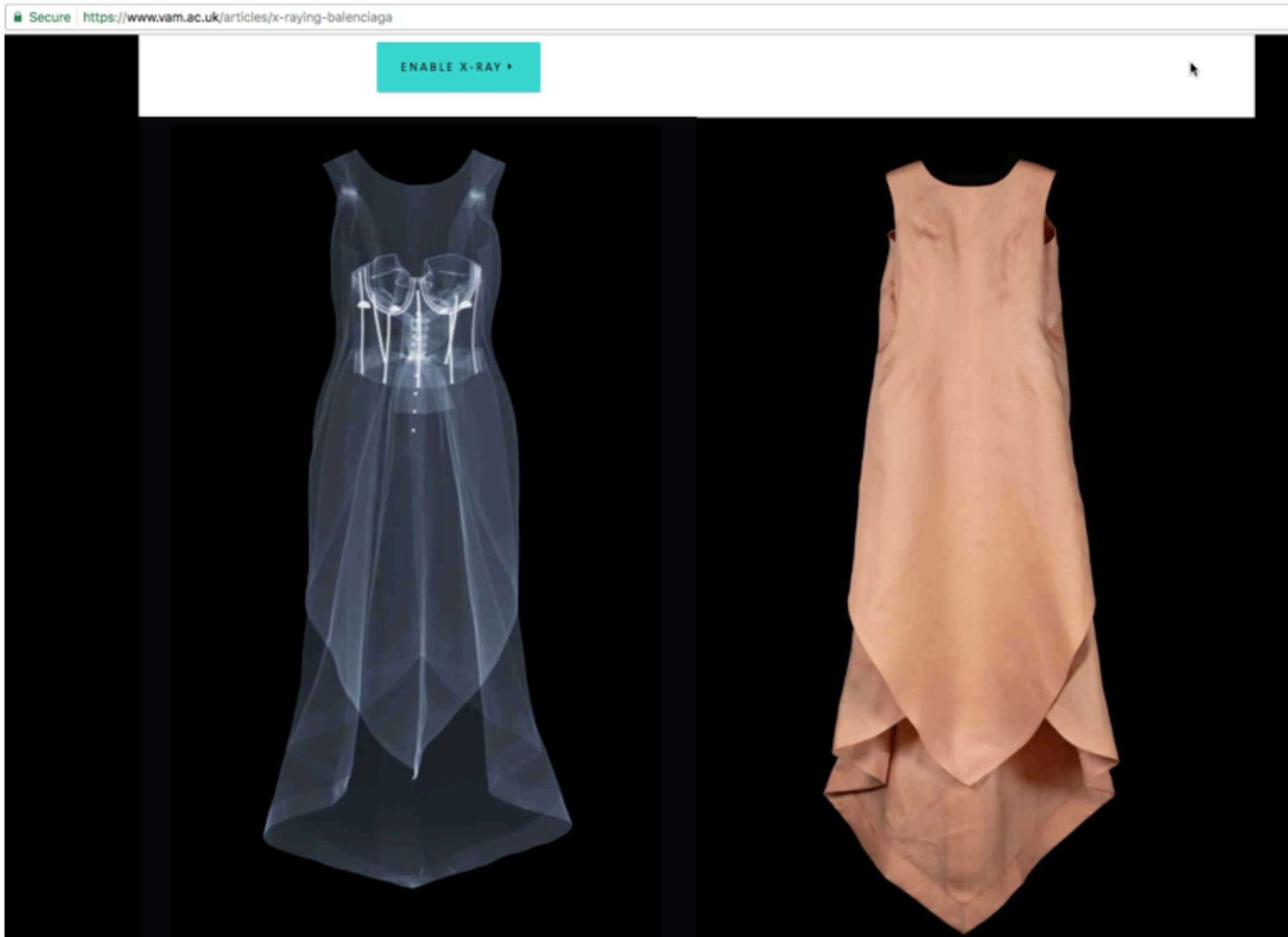


```
<section class="b-promo">

  <article class="b-promo__item js-object-fit-container">

    
```

IIIF & Balenciaga x-rays



IIIF & Papal robes

Explore the the cope in more detail below.



The Butler Bowdon Cope, 1330 – 50, weaving Italy, embroidery England. Museum no. T.36-1955. © Victoria and Albert Museum, London

Thank you

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