

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....

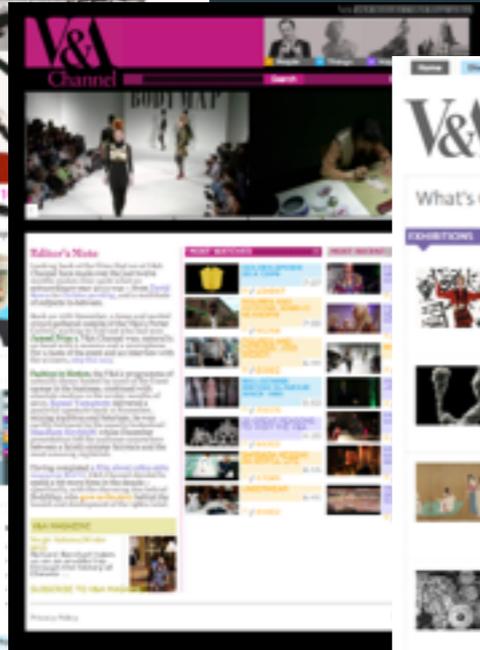
1. A website rethink, rather than redesign

Is this digital transformation?

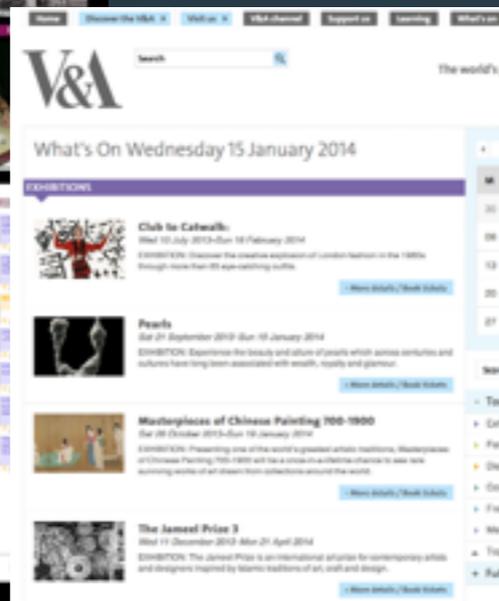
The V&A digital estate in 2013



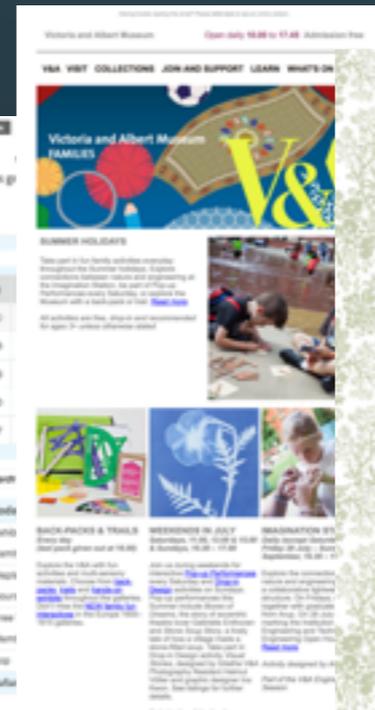
Website



Channel



What's On



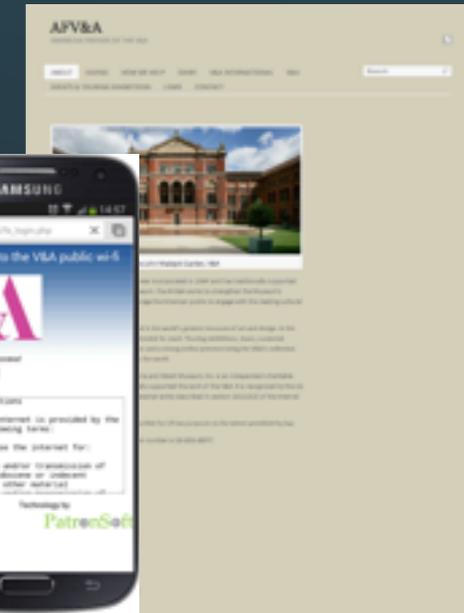
Newsletter



Online shop

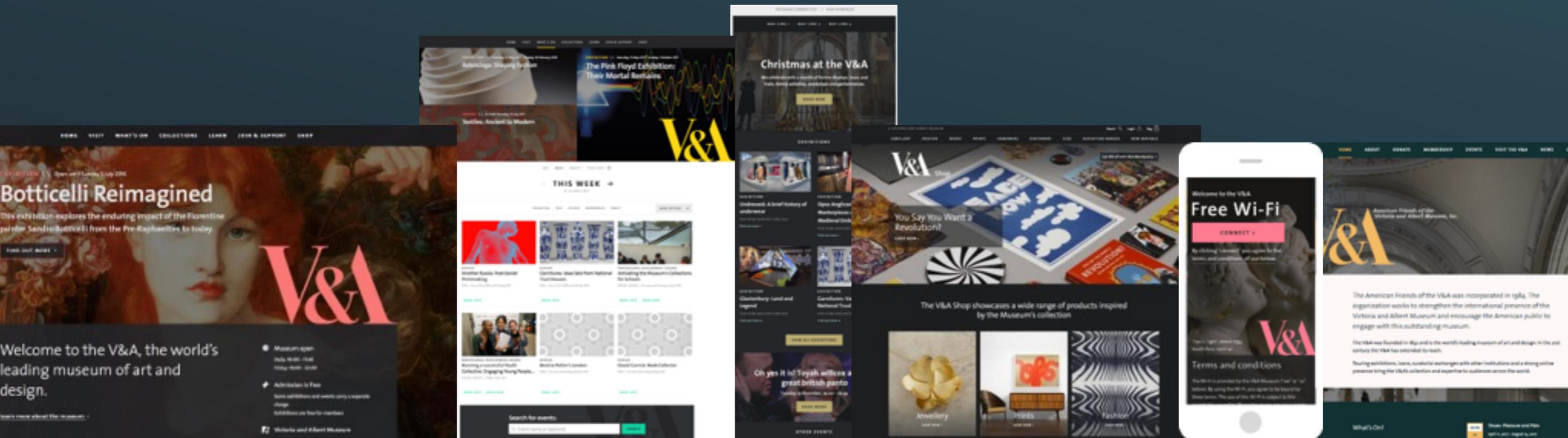


Wi-Fi



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

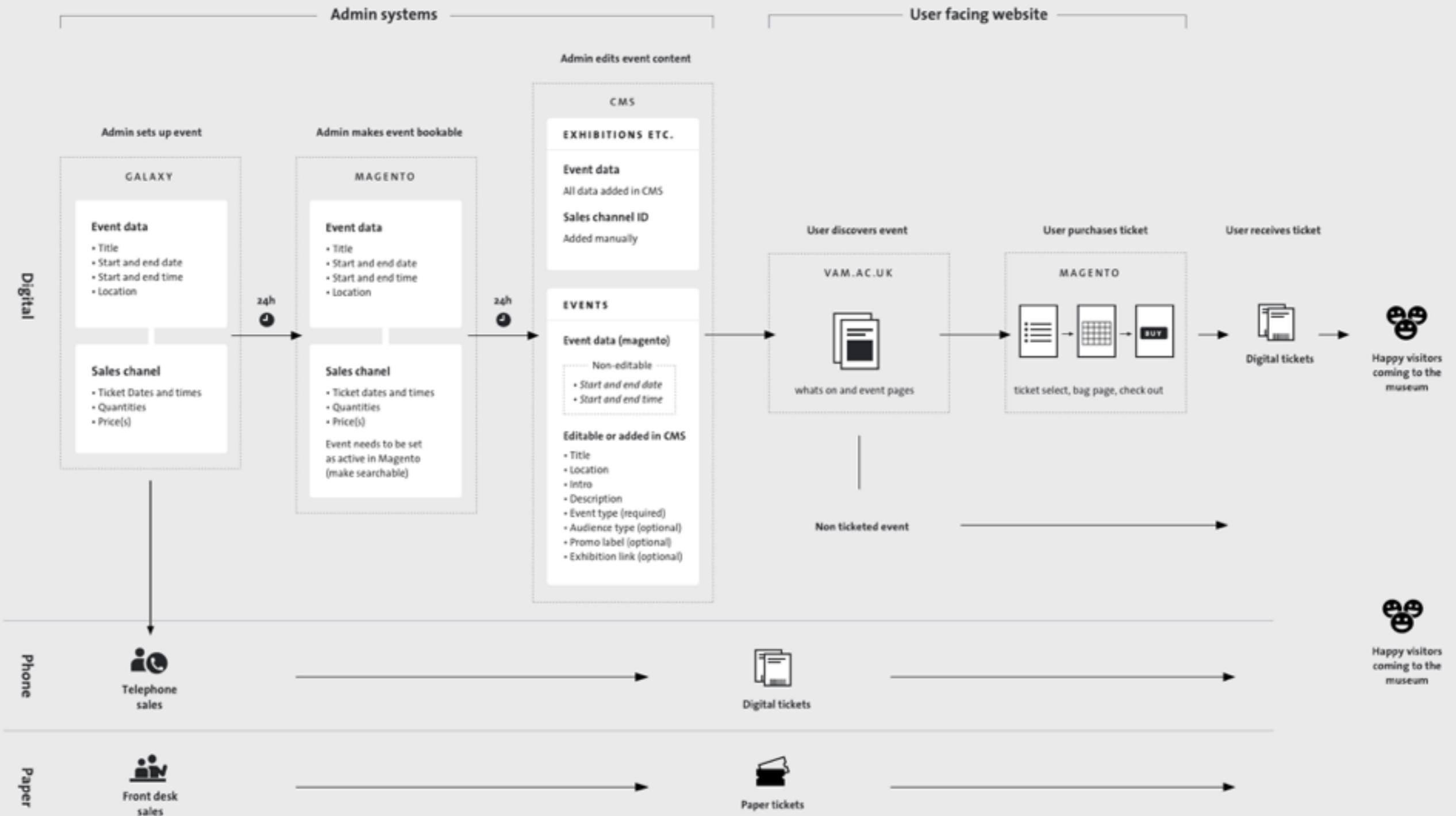
2. Processing change

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...

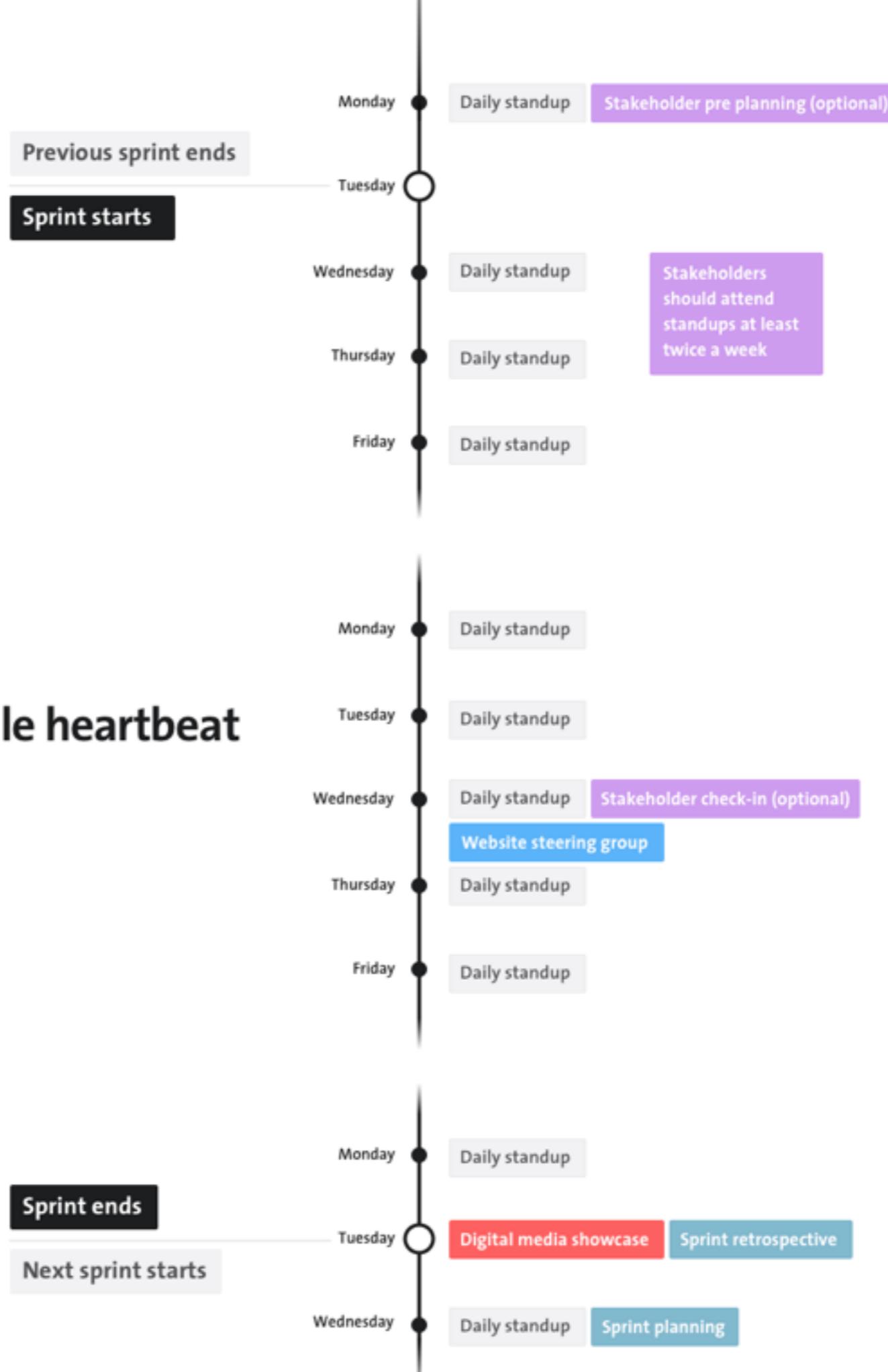
Ceremonies of community building

- 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

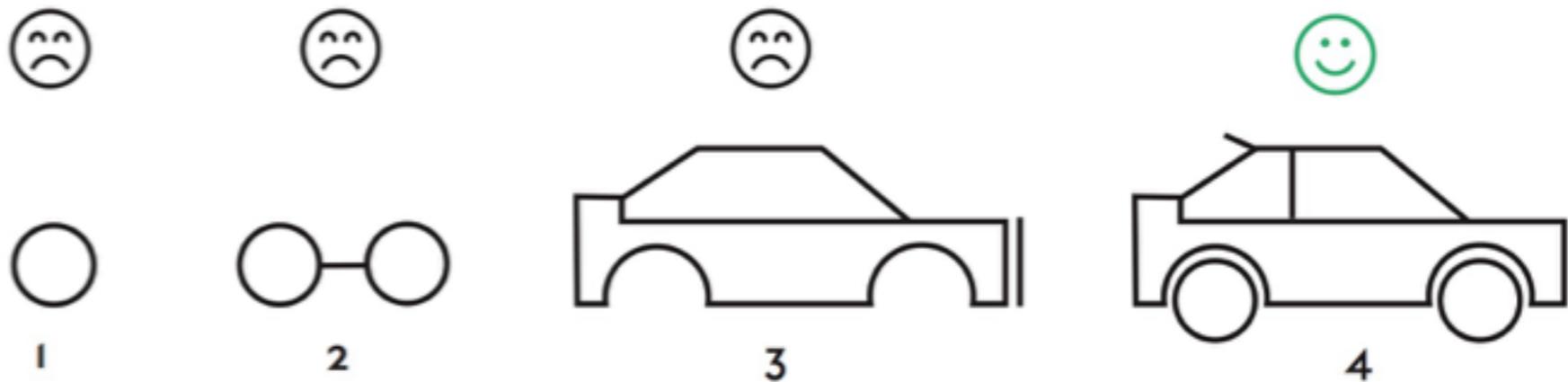
The agile heartbeat

Digital media

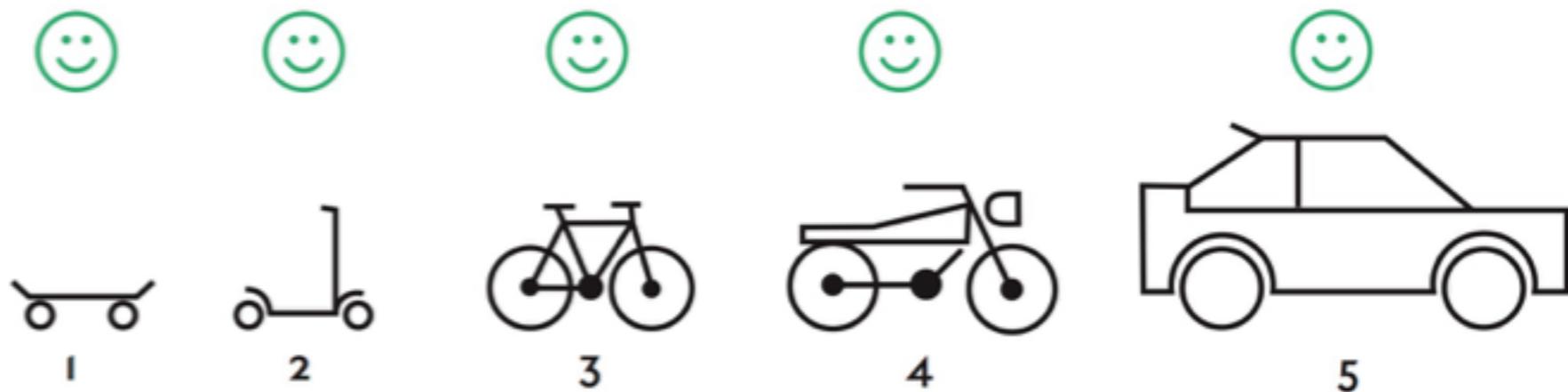


MINIMUM VIABLE PRODUCT (MVP)

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

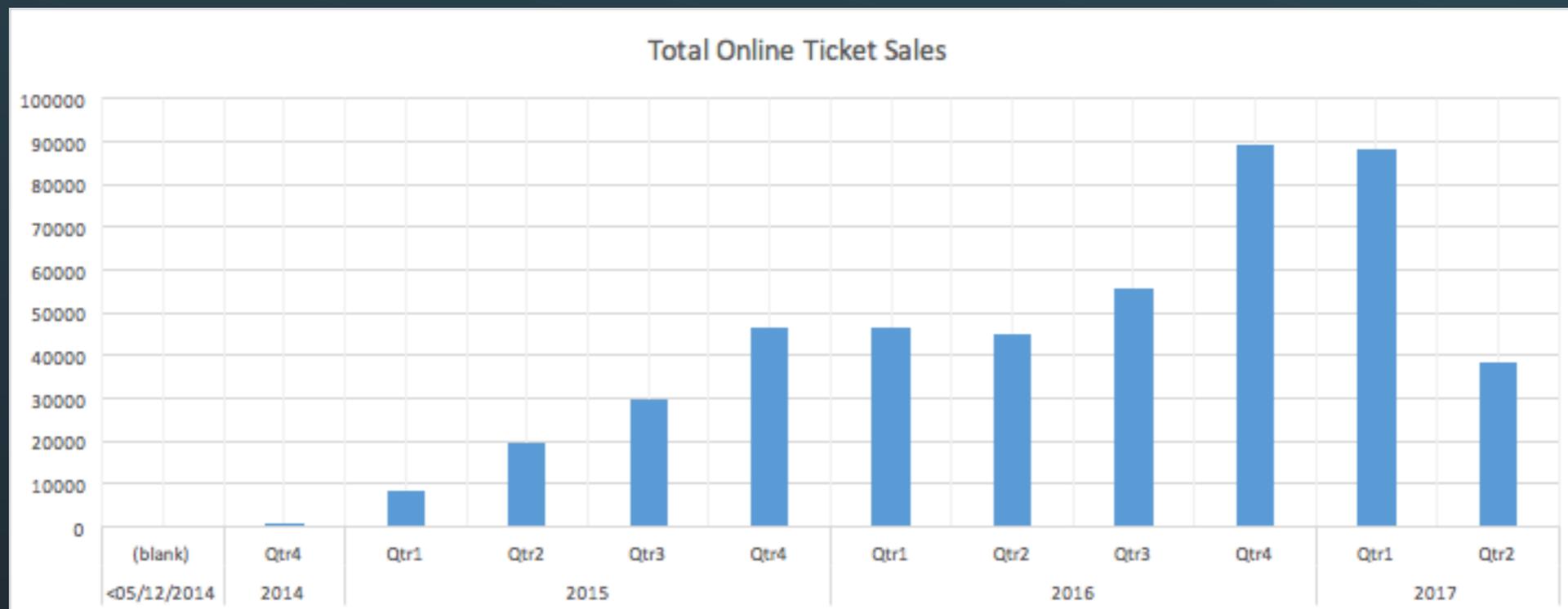
8x

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">

    
```

Notes HTML Context Assets Info

Book Soon

Link

With arrow

Blocks

Collection card

Default

Transparent

Event Teaser

Simple

With Sponsor

With Tag

With Booking Button

Icon badge

Default

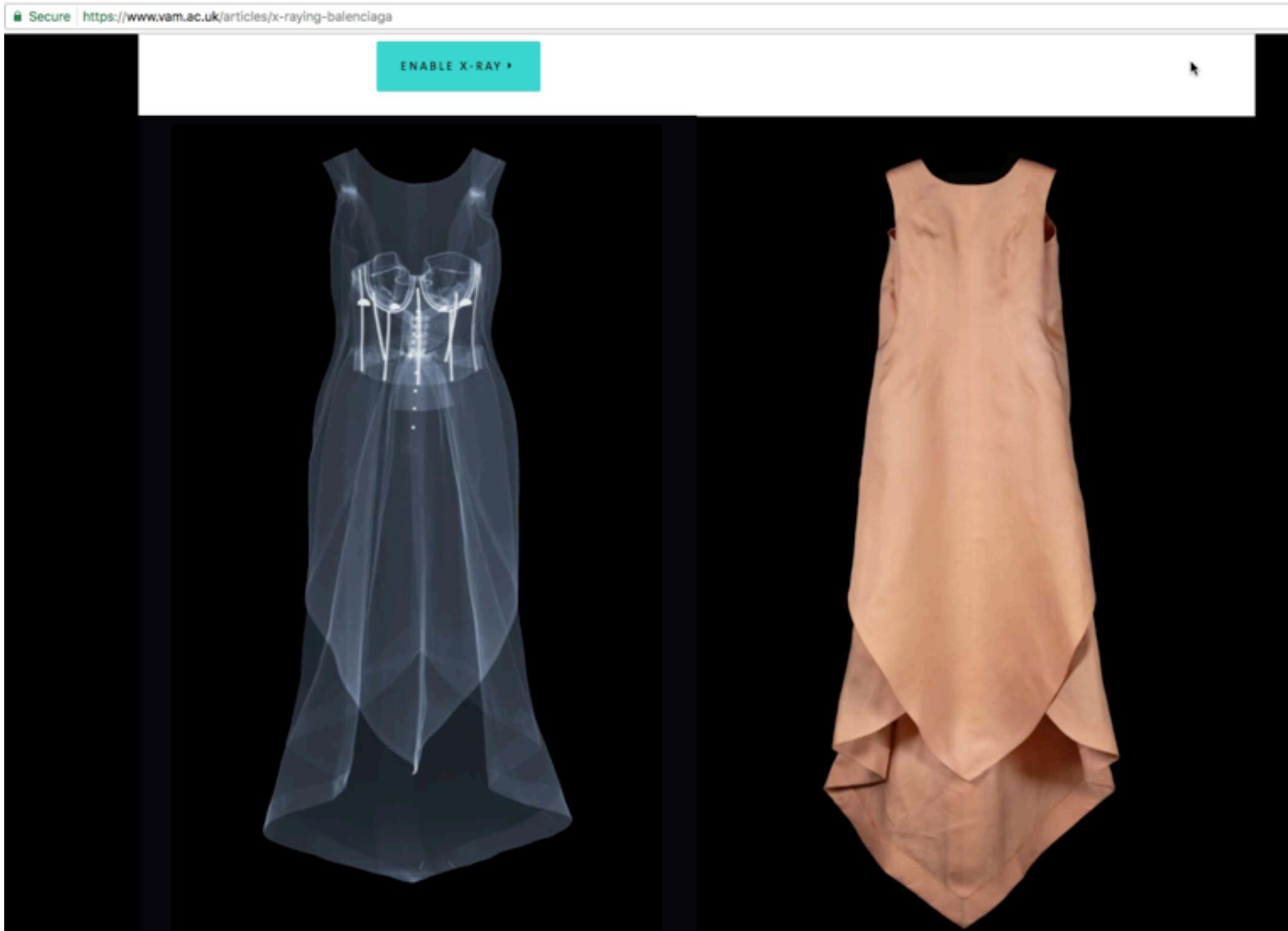
Small

Light

Themed

Icon List

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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