Reflect, Share, Inspire

Embedding ‘digital’ to support organisational sustainability

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Digital Heritage Hub

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Embedding ‘digital’ to support organisational sustainability

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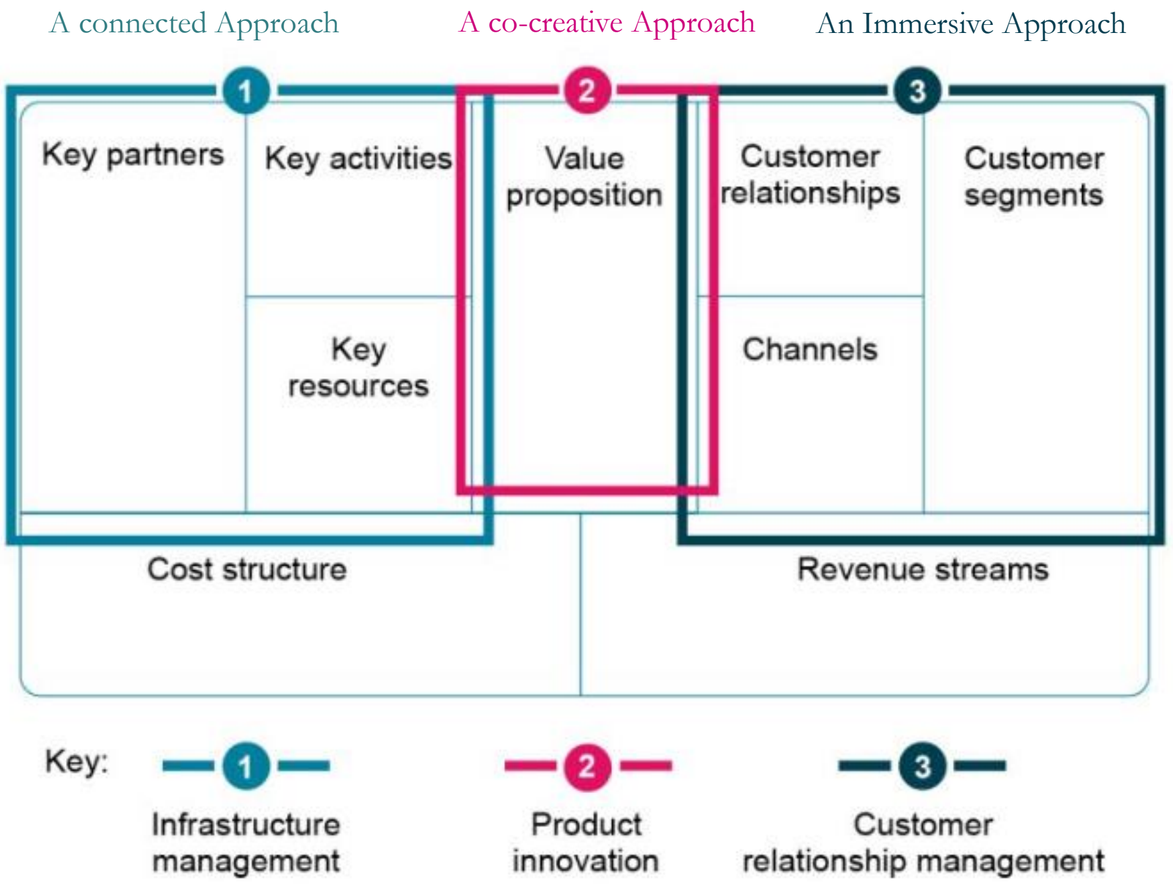
In this session we will

- Explore the importance of embedding a digital strategy within your heritage organisation to help you support and achieve your organisational goals.
- Explain why and how digital change can help heritage organisations support organisational sustainability.
- Reiterate why digital change is a necessary disruption to enable your heritage organisation reach and engage with more people.

Resources to consider

- Approaches to Digital Transformation – Resource 54
- Approaches to Digital Innovation see resource 55
- How your organisation can engage with underrepresented groups – Resource 68
- Digital leadership – Inclusion, equity and digital – Resource 24
- How can I support diversity and inclusion through my online content? A step-by-step guide to inclusivity – Resource 28
- Embracing bilingualism in your organisation – Resource 66



The Business Model Canvas

Digital transformation is about changing how you do things, challenging traditional approaches, and creating new value for new audiences. Osterwalder and Pigneur (2010) use the *Business Model Canvas* as a way to map **infrastructure management**, **product innovation** and **customer relationship management**.

For more information about the Business Model Canvas see resource 54

Activity 1: Infrastructure management: A connected approach. Changing how you connect: how digital can transform what your organisation offers.

Digital innovation may be **evolutionary** (small step-by-step changes) or **revolutionary** (a complete change) and may refer to your products and services such as exhibitions, events, or programmes, as well as items in your shop, your processes, or indeed your approach to partners, suppliers or audiences .

Questions to ask:

- Which of your products or services could you imagine making evolutionary changes to?
- Which tweaks could digital help you make?
- What might revolutionary change to your whole operating model look like?
- What if you were only an online organisation, what would you offer?

'A key question to ask yourself in relation to your own organisation is: does digital transformation simply represent a form of added value, or does it present an opportunity to completely change what you offer and how you offer it?' - Dr Steve Dobson

For more information about Digital Innovation see resource 55

	Evolutionary	Revolutionary
Key Product/ Resource		
Key Partners		
Key Activities		

Spend the next 10 minutes considering what your key activities, partners and resources are and where you may make evolutionary or revolutionary change.

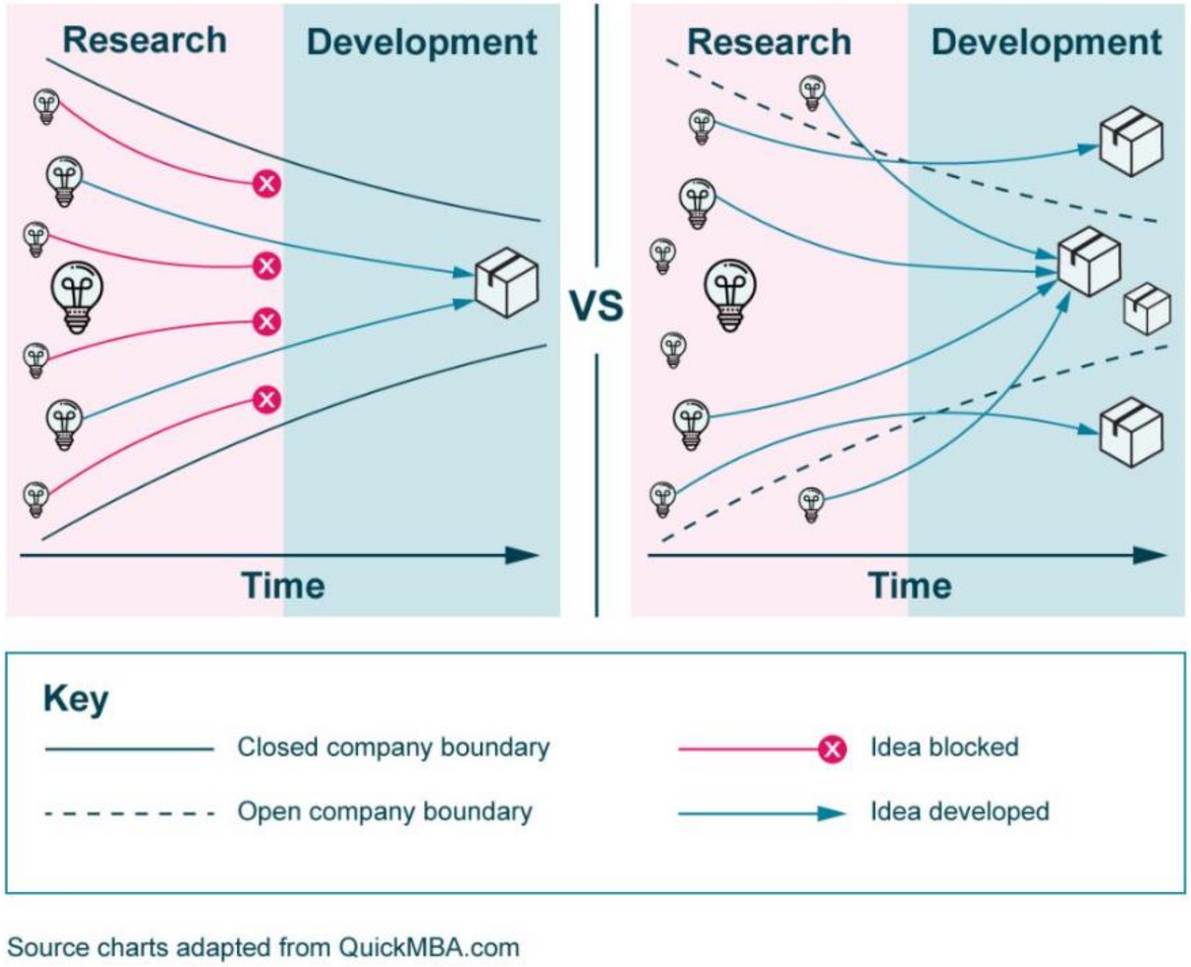
Activity 2: Product Innovation: An Immersive Approach. Open innovation: What your heritage organisation needs to know about how to benefit from collaboration across the cultural sector

The Value Proposition is foundational to any business/product.
It is the fundamental concept of the exchange of value between your business and your customer/clients. Generally, value is exchanged from a customer for money

The value proposition of heritage organisations includes:

- Provision of sustainable solutions
- Services and/or products
- Maximising tourism potential and enhancing visitor experiences
- Promoting cultural diversity
- Developing localised services
- Promoting social inclusion.

"Value Proposition remains at the centre of the BMC with a focus on the value that can be offered through addressing customer/end-user needs whilst also delivering on the opportunities identified for stakeholder beneficiaries. In the case of heritage organisations, the needs and opportunities can be expanded to consider not only economic propositions but also cultural, environmental and social or societal aspects that may be addressed." Eskelinen, et al. 2021



Source charts adapted from QuickMBA.com

An open innovation model developed by Chesbrough (2003) involves more working outside of your team/organisation/or industry and immersing innovation projects and ideas in wider organisational fields. This may involve discussing projects and ideas with others to adopt and adapt the way they have made use of digital to support your own activities.

Spend the next 10 minutes considering what innovation projects you could or are working on and how you could adopt an these to an Open Innovation approach

For more information about open Innovation see Resource 64

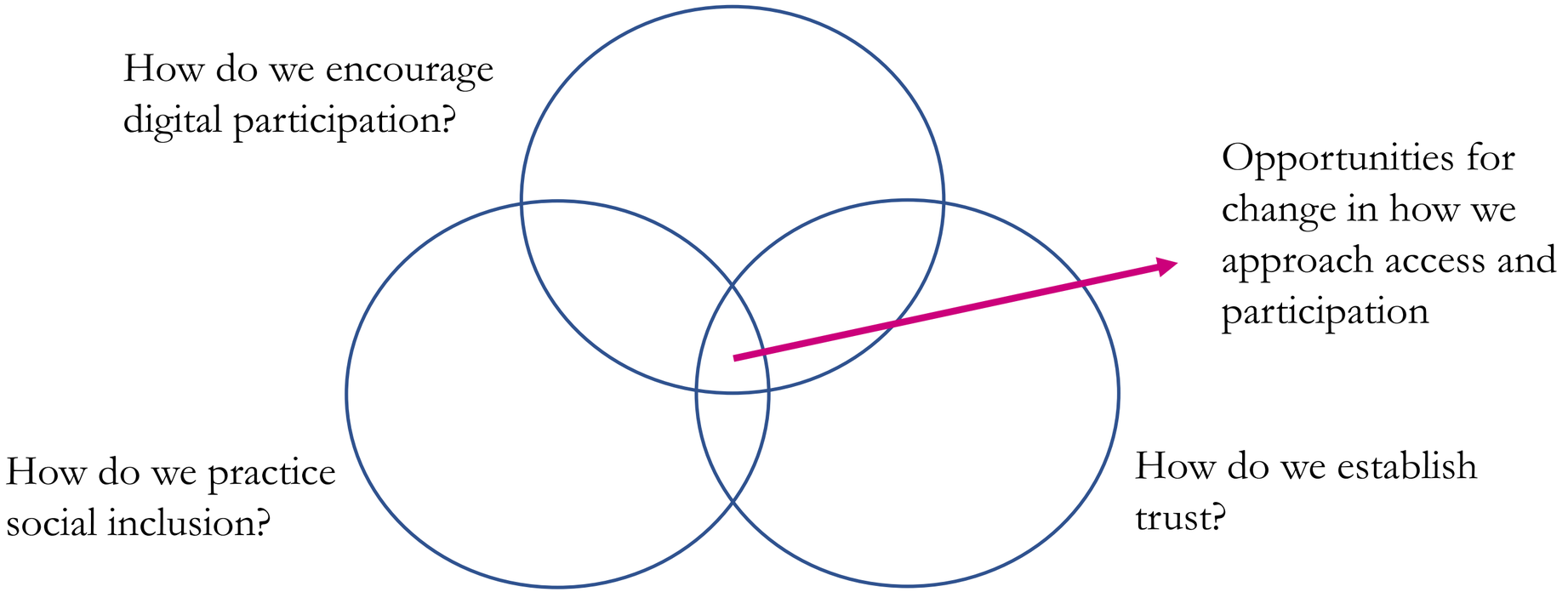
Activity 3: Customer Relationship Management: An Immersive Approach. The value of different voices: enhancing customer relationships by engaging with underrepresented audiences

Making use of digital participation to engage with underrepresented and vulnerable organisations, your heritage organisation can effectively:

- Harness a sense of belonging and social inclusion
- Empower individuals and communities
- Build cultural heritage with source communities
- Foster a sense of agency among source communities
- Gain community and stakeholder support for new initiatives
- Generate new project ideas from communities who are not traditionally involved
- Enhance the reputation of the heritage organisation

For more information, see Resource 68

'The key to this is to embed long-term reciprocal relationships into your ways of working. Rather than invite communities' members to contribute to a single event or exhibition, think about how you can build a lasting, meaningful role within your organisation' - **Dr Ruth Daly**



Take 10 minutes to complete this opportunity map to help you identify areas in which your organisation can embed the following practices: digital participation; social inclusion; establishes trust.

In summary

We have started the conversation around how to embed digital to support sustainable organisational development.

We have looked at the importance of embedding a digital strategy within heritage organisations and began to map some goal help you support and achieve your organisational goals.

We have looked at why and how digital change can help heritage organisations support organisational sustainability.

We have explored why digital change is a necessary disruption to enable your heritage organisation reach and engage with more people.

This is just the start of your journey with digital change and transformation to be sustainable you need to continue these conversations with your organisations

Any questions?

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Digital Skills for Heritage