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?
"Marketing is still a dirty word in museums"

#MuseumNext

1:36 PM - 20 Jun 2014
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?
Museums and Branding: A Tale of Love and Hate

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.”
Museums and Branding: A Tale of Love and Hate

André 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.
Museums and Branding: A Tale of Love and Hate

ICOM MPR 2014 Taiwan Conference

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

Darko Babic
ICOM Croatia

Elke Kellner
ICOM Österreich

Aliza Polger Galili
ICOM Israel

Museums and Branding: A Tale of Love and Hate
Your museum is

Public
84%

Private
16%
Your museum is

Art: 31%
History / Heritage: 26%
Science/Natural History: 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)
Museums and Branding: A Tale of Love and Hate
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%
- 40%

Well-defined brand
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
<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>It guides everything the museum does</td>
<td>25%</td>
</tr>
<tr>
<td>It guides our marketing work</td>
<td>22%</td>
</tr>
<tr>
<td>Determines the look of stationery, signage and leaflets</td>
<td>22%</td>
</tr>
<tr>
<td>Very little impact</td>
<td>15%</td>
</tr>
<tr>
<td>Staff</td>
<td>5%</td>
</tr>
</tbody>
</table>
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%
- 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 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

- To be more multi-cultural: 29% (42%)
- Broaden the range of things: 22%
- Invite people to co-curate: 20% (37%)
- To do more publishing: 19%
- To be less authoritarian: 15% (21%)
Expand our online activities

67% > 46%

2008 / 2014 Survey
Robert Jones’ Original 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)

<table>
<thead>
<tr>
<th>Intense activity on digital media</th>
<th>40%</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are on Facebook, Twitter...no big deal</td>
<td>30%</td>
</tr>
<tr>
<td>Just starting to think about digital strategy</td>
<td>19%</td>
</tr>
</tbody>
</table>
Most admired museum brands
Most admired museum brands

MoMA
Most admired museum brands

MoMA
Nº 1 / 1st Choice
Nº 1 / 2nd Choice
Most admired museum brands

Tate
No. 2 / 1st Choice
No. 2 / 2nd Choice
Most admired museum brands

V&A
Most admired museum brands

Met
Most admired museum brands

Rijksmuseum
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.
Everything
Museums and Branding: A Tale of Love and Hate
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“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
"A shoemaker not only makes leather shoes; he also makes a shoemaker out of himself"

Vilem Flusser  Czech-born philosopher
Museums and Branding: A Tale of Love and Hate
Culture

Branding

Branding

Culture

Cena do filme Tempos Modernos, de Charlie Chaplin
Museums and Branding: A Tale of Love and Hate
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%?
What is the museum brand secret recipe?
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.

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,
Toby

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,
Toby

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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.
MoMA Studio: Common Senses Welcomes Families After Hurricane Sandy

Posted by Jackie Armstrong, The Emily Fisher Landau Education Fellow
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