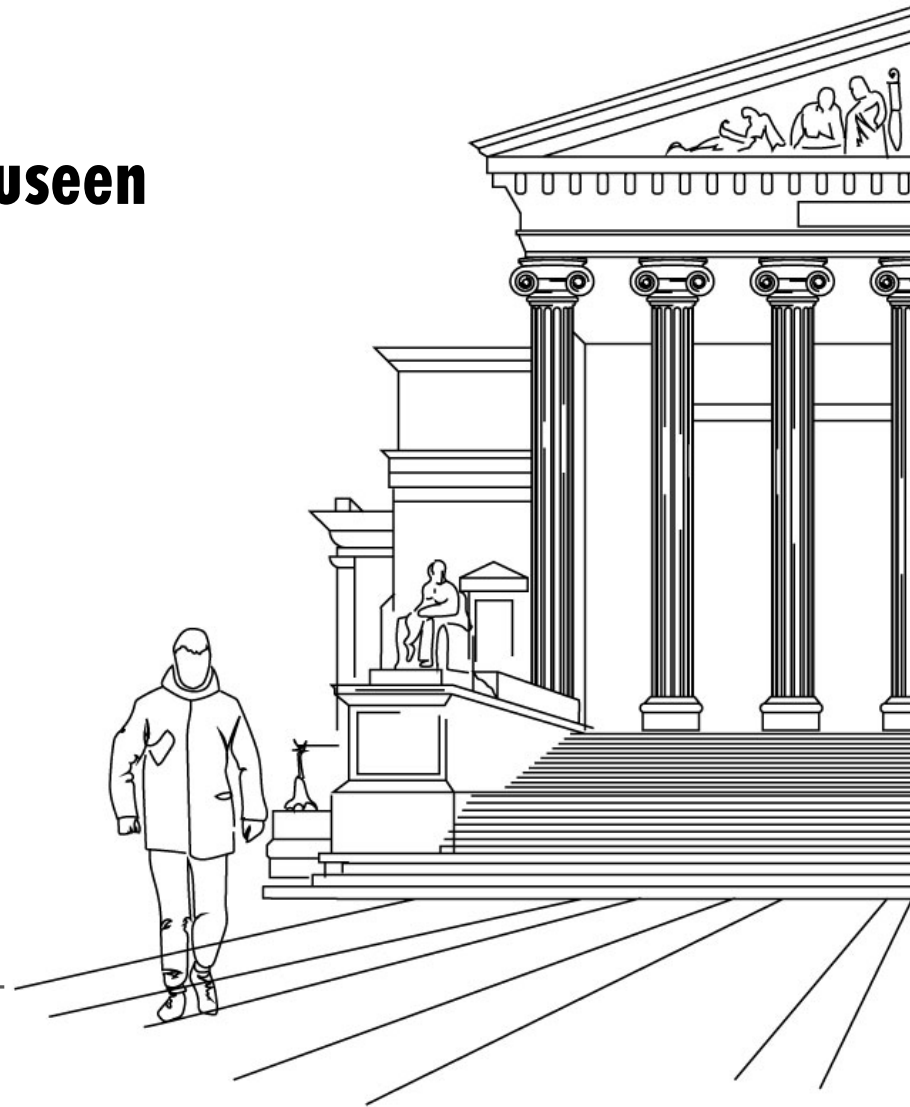




# FUTURE MUSEUM

Forschungsprojekt zur digitalen Transformation in Museen



**FUTURE MUSEUM  
AUSGANGSLAGE**

# MUSEUM BOOSTER

Vienna-based research & consultancy company with a focus on the strategic advancement of museums and cultural institutions through digital transformation and organisational innovation.

## Research

Annual global survey “Museum Innovation Barometer”

## Learning & Support

DOORS – Digital incubatOr fOR museumS (European Commission)

Culture & Technology Funding (Vienna Business Agency)

## Consulting

Public & private museums: opportunities of digital transformation

## Future Museum

Ongoing international research project & network



**FUTURE MUSEUM  
PHASE I**

organisier



research



design



project partners

alimentarium



GUGGENHEIM BILBAO

KUNST HISTORISCHES MUSEUM WIEN



MIGROS MUSEUM für Gegenwartskunst



|museenkoeln

MUSEUM BRANDHORST



SCHWEIZERISCHES NATIONALMUSEUM. MUSÉE NATIONAL SUISSE. MUSEO NAZIONALE SVIZZERO. MUSEUM NAZIUNAL SVIZZER.



wien3420 aspern development AG



**Forschungsthemen**

**Visitor experience**

**Digitalisation & management**

**Design & technology**

# VISITOR EXPERIENCE

primary research questions  
secondary research questions

## visitor economy

How can museums be better linked to other touristic and/or city infrastructure stakeholders?  
How to link the interests of tourists and the local population in the context of a modern visitor economy?

## visitor attraction & management

How can museums reach new target markets? How to attract repeat/regular visitors?  
How to generally attract more visitors?  
How can visitors be better distributed in terms of timing (periods of a day — from morning to evening; days of the week; seasons) and location (routing in museums)?

## storytelling

How can museums become better storytellers?  
Which interactive elements make sense in museums and how can their operations & maintenance be organised efficiently?

## visitor interaction

How to communicate with visitors before, during and after the museum visit?  
The face of museums: how can websites, social media and other elements of digital marketing be improved?



# DIGITALISATION + MGMT.

primary research questions  
secondary research questions

## collection digitalisation

Which digital strategies make sense in a museum and how can they enhance analogue formats?  
How can digitalisation be integrated in a sustainable way in the organisational structure of museums?

## revenue + profit enhancement

How can dynamic pricing, revenue & yield management be used in museums?  
Which new revenue sources could museums tap into?

## data collection + usage

At which stage of the visitor journey can visitor data be collected and used in a meaningful way?  
Which KPIs (key performance indicators) are needed for benchmarking and management purposes?

## museum management

Which ideas and tools are available for effective museum management?  
How can business processes of museums be optimised?

# DESIGN + TECHNOLOGY

primary research questions  
secondary research questions

**museum  
architecture  
+ design**

How should architecture & design of museums reflect shifting expectations by visitors?  
How should educational facilities and event areas be adapted to current and future needs?

**exhibition  
formats**

What are the ideas for new exhibition design & new exhibition formats?  
How can modern visitor guidance be incorporated into museum planning (building and exhibition space)?

**exhibition  
technology  
– AV**

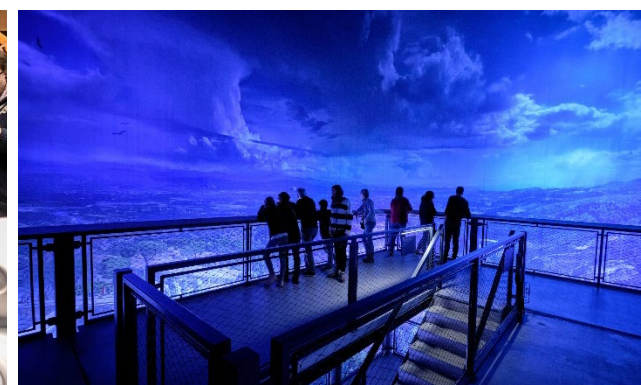
How can augmented reality (AR), virtual reality (VR), electronic displays and projections enhance the visitor experience in new ways?  
How to use AR, VR, electronic displays and projections meaningfully and cost-efficiently?

**exhibition  
technology  
– other**

Which methods work best for ticketing & access control?  
Which innovative and cost-efficient ways exist for museum apps?

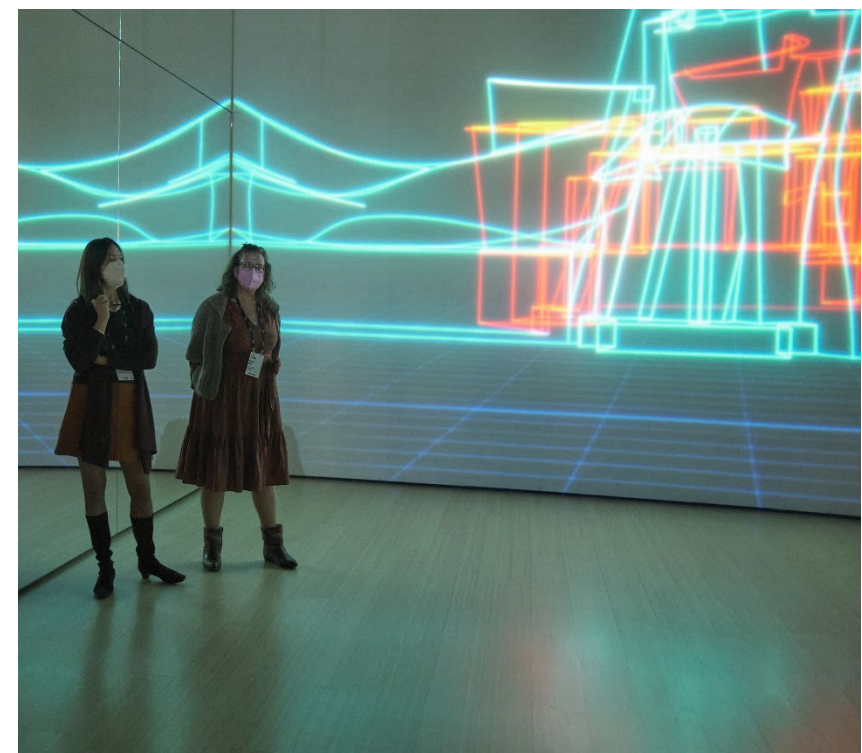
**FUTURE MUSEUM  
MEETINGS**

**FUTURE MUSEUM  
KICK-OFF MEETING  
BERLIN  
FRAUNHOFER FORUM**



**FUTURE MUSEUM  
MEETING BILBAO**

**GUGGENHEIM BILBAO MUSEUM**



**FUTURE MUSEUM  
ERGEBNISSE**

Ergebnisse  
Forschungsberichte  
Case - cards  
Umfragen  
Meeting Dokumentation

WHICH INNOVATIVE AND COST-EFFICIENT WAYS EXIST FOR MUSEUM APPS?

THE FACE OF MUSEUMS:  
HOW CAN WEBSITES, SOCIAL MEDIA  
AND OTHER ELEMENTS  
OF DIGITAL MARKETING BE IMPROVED?



*secondary research question  
by MUSEUM BOOSTER*

*This report is intended for internal use of the Future Museum participants and can contain other restricted material. Please do not pass on to third parties and do not publish.*

**CASE CARDS**

Which Methods Work Best for Ticketing and Access Control?



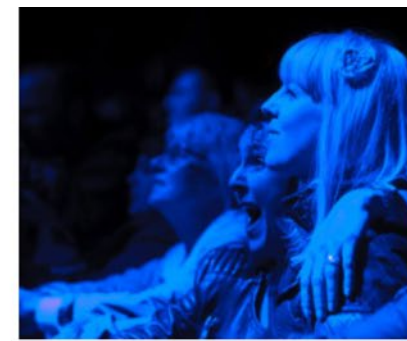
**FUTURE MUSEUM**  
**IDEEN FÜR KOOPERATIONEN**  
**(1) DATEN TEILEN**



# Audience Agency



Audience Development & Profiling



Audience-Centred Design



Supported using public funding by

**ARTS COUNCIL  
ENGLAND**

Access & Inclusion



Digital Confidence

## SECTORS

Dance

Music

Festivals

Outdoor Arts

Film

Theatre

Heritage

Touring

Literature

Venues

Museums & Galleries

Visual Arts



Evaluation & Impact



Participation & Learning


Place-shaping & Collaboration



Resilience, Innovation & Enterprise

# Features

Support <

CHOOSE DATA PROVIDED:	NO DATA	SURVEY DATA	TICKETING DATA	DIGITAL ANALYTICS DATA
<p>OPTIONS</p>		<p>Face-to-face Survey</p> <hr/> <p>Email Survey</p>	<p>Automated Ticketing Data Office Analytics</p>	<p>Website Analytics</p>

<p><b>FREE</b></p> <p>Free to all Audience Finder users.</p> <p>The tools available depend upon the chosen level of data integration.</p>	<p><b>Audience development tools</b></p> <p>Login today to access free tools to help you develop your own audience engagement strategy.</p> <ul style="list-style-type: none"> <li>Audience Development Planner</li> <li>National benchmarking for location, artform and audience spectrum segment</li> <li>Mapping of national data by postal area</li> </ul>	<p><b>Available data metrics</b></p> <ul style="list-style-type: none"> <li>% of target reached</li> <li>Demographics</li> <li>Previous visit</li> <li>Motivations</li> <li>Ratings</li> <li>Visiting party</li> <li>Mapping</li> <li>Customer profile</li> </ul> <p><b>Available filters</b></p> <ul style="list-style-type: none"> <li>Quarterly timeframe</li> </ul> <p><b>Available comparators</b></p> <ul style="list-style-type: none"> <li>Live ONS region arts attenders benchmark</li> <li>UK census data by ONS region</li> </ul> <p><b>5 Free Premium Questions</b></p> <ul style="list-style-type: none"> <li>You can add up to 5 questions from our <a href="#">list of Premium Questions</a> free of charge</li> </ul>	<p><b>Available data metrics</b></p> <ul style="list-style-type: none"> <li>Ticket yield</li> <li>Customer spend</li> <li>Booking frequency</li> <li>Booking lead time</li> <li>Booking day</li> <li>Party size</li> <li>Mapping</li> <li>Customer profile</li> </ul> <p><b>Available filters</b></p> <ul style="list-style-type: none"> <li>Headline artform</li> <li>Quarterly timeframe</li> </ul> <p><b>Available comparators</b></p> <ul style="list-style-type: none"> <li>Live ONS Region 'benchmark'</li> <li>UK census data by ONS region</li> </ul>	<p><b>Website analytics</b></p> <ul style="list-style-type: none"> <li>Asset audit</li> <li>Broken link summary</li> <li>Average time on site</li> <li>Unique page views</li> <li>Compare to other websites</li> </ul>
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# Audience Spectrum



Metroculturals



Commuterland Culturebuffs

Experience Seekers



Dormitory Dependables



Trips and Treats



Home and Heritage

Up Our Street



Facebook Families




Kaleidoscope Creativity



Heydays

# Features

Support <

CHOOSE DATA PROVIDED:	NO DATA	SURVEY DATA	TICKETING DATA	DIGITAL ANALYTICS DATA
<p>OPTIONS</p>		<p>Face-to-face Survey</p> <hr/> <p>Email Survey</p>	<p>Automated Ticketing Data Office Analytics</p>	<p>Website Analytics</p>

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**FUTURE MUSEUM**  
**IDEEN FÜR KOOPERATIONEN**  
**(2) GEMEINSAM WERBEN**

BRUSSELS  
CARD

FAQ  
PROJECTS

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MUSEUMS  
EXHIBITIONS



# BRUSSELS MUSEUMS

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## DISCOVER THE MUSEUMS




HONORS  
AWWARDS

4 days







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**72 hours**

From €44.00



## BRUSSELS IN 1 DAY: A SLIGHTLY ALTERNATIVE VERSION

Are you the one plunking down cross-legged in front of an abstract painting to get hypnotized by the different shades in farfetched compositions? Are you sometimes mistaken for a piece of art yourself after staring hours and hours at detail in some kind of installation? Performance art is your cup of tea? You prefer graffiti in industrial settings above shopping? Then this walk along some of Brussels' arts centres and museums no one ever tells you about but which are definitely worth a visit are tailored for you.



## 10 MUSEUMS TO FINALLY UNDERSTAND BRUSSELS

As the capital of Europe Brussels is one of those inevitable destinations for wanderers, pleasure seekers, travellers and conquerors from about every corner of the world. Although Brussels' locals - let's make that Belgians - excel in hospitality, integration takes time. Luckily there's such a thing as museums, who offer an introduction course to the sometimes bizarre, often complicated and almost without exception hedonist lifestyle our country is known for.



## BRUSSELS IN 1 DAY: THE MUSEUMS YOU JUST CAN'T MISS

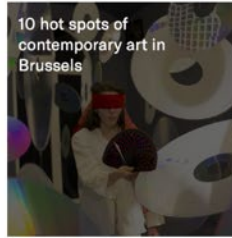
Imagine: you're facing the impossible task to get an impression of the best of Brussels in just one lousy day. Unless you're a phillistine, which would be surprising as you're reading this, there are some museums on your must visit list. We've figured out a ready-made solution for day trippers doing Brussels with an appetite for museums: a route along the main museums, including some other attractions on the side. Better have a hearty breakfast, because the journey will be a tough one and we won't slow down (too much). Ready?



# MUSEUMADVISOR

Our top recommendations.

## SUGGESTIONS OF ARTICLES



10 hot spots of contemporary art in Brussels



Brussels in 1 day: the museums you just can't miss



10 Brussels museums you never heard of



12 architectural power houses of museums

BRUSSELS CARD

FAQ PROJECTS

NEWS MUSEUMADVISOR

MUSEUMS EXHIBITIONS



## 11 PARKS AND GARDENS TO ADMIRE IN AND AROUND MUSEUMS

As you might have (physically) experienced, Brussels is bustling. Luckily, there are a few spots, such as museums, that offer a solution to the hustle and bustle of the city noise. Read on to discover some magical arbors and hidden places where you can carelessly enjoy the sun, silence or some museum catalogue.

READ MORE →

EN





# Tourism Barometer

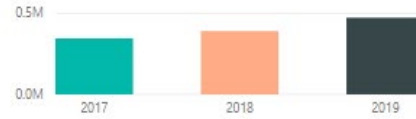
## Baromètre des Musées et Attractions

Liste et localisation des participants

Visiteurs (décembre)

472.495K

+21%  
vs. 2018



Visiteurs (jan-dec)

5.081M

+14%  
vs. 2018

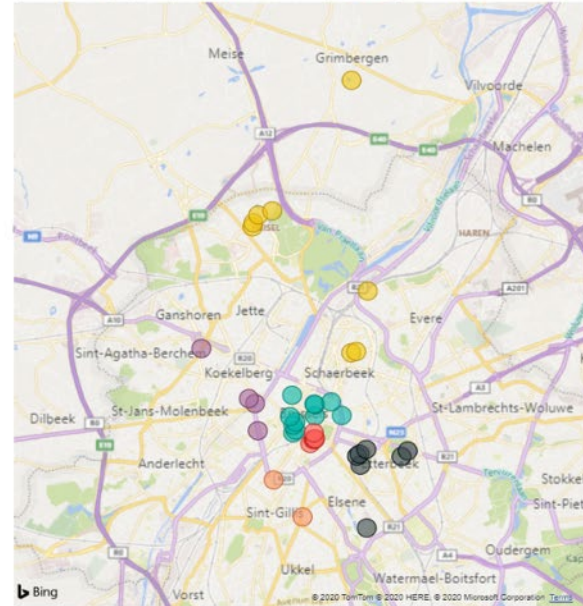


Commentaires

## Baromètre des Musées et Attractions

Attraction	Quartier
Train World	Nord
Planetarium	Nord
Parlamentarium	Europe-Cinquantenaire
Ooklaed	Nord
Museum voor Oudere Technieken	Nord
Museum des Sciences Naturelles	Europe-Cinquantenaire
Musées Royaux des Beaux-Arts	Monts des Arts & Royal
Musée Schaerbeekois de la Bière	Nord
Musée Marc Sleen	Centre
Musée du Jouet	Centre
Musée du Costume et de la Dentelle	Centre
Musée du Cinquantenaire	Europe-Cinquantenaire
Musée des Enfants	Europe-Cinquantenaire
Musée des Egoûts	Quartier Ouest
Musée de la Porte de Hal	Sud
Musée de la Banque Nationale de Belgique	Centre
Musée Charlier	Centre
Musée Belge de la Franc-Maçonnerie	Centre
Mini-Europe	Nord
MIMA	Quartier Ouest
MIM	Monts des Arts & Royal
Maison Horta	Sud
Maison du Roi	Centre
Maison de l'Histoire Européenne	Europe-Cinquantenaire
Maison Autrique	Nord
La Fonderie	Quartier Ouest
Hémicycle du Parlement Européen	Europe-Cinquantenaire
Garde Robe de Manneken Pis	Centre
Editions Jacques Bief	Centre
Coudenberg	Monts des Arts & Royal
Choco Story Brussels	Centre
Centre Belge de la Bande Dessinée	Centre
Bruxella 1238	Centre
Bazar	Monts des Arts & Royal
Bip - Experience Brussels	Monts des Arts & Royal
BELVue	Monts des Arts & Royal
Autoworld	Europe-Cinquantenaire
Atomium	Nord
Aquarium de Bruxelles	Quartier Ouest

Quartier ● Centre ● Europe-Cinquantenaire ● Monts des Arts & Royal ● Nord ● Quartier Ouest ● Sud

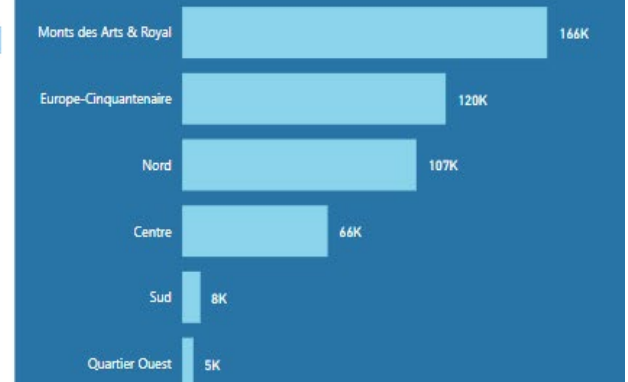


Catégorie	Attraction
Europe	Hémicycle du Parlement Européen
Europe	Maison de l'Histoire Européenne
Europe	Mini-Europe
Europe	Parlamentarium
Loisirs	Autoworld
Loisirs	Centre Belge de la Bande Dessinée
Loisirs	Choco Story Brussels
Loisirs	Musée des Enfants
Loisirs	Musée du Jouet
Loisirs	Musée Marc Sleen
Loisirs	Ooklaed
Monuments et sites historiques	Atomium
Monuments et sites historiques	Bruxella 1238
Monuments et sites historiques	Maison Autrique
Monuments et sites historiques	Maison du Roi
Monuments et sites historiques	Maison Horta
Musées artistiques	Bazar
Musées artistiques	MIM
Musées artistiques	MIMA
Musées artistiques	Musée Charlier
Musées histoire, patrimoine & folklore	Musées Royaux des Beaux-Arts
Musées histoire, patrimoine & folklore	BELVue
Musées histoire, patrimoine & folklore	Bip - Experience Brussels
Musées histoire, patrimoine & folklore	Combine Coudenberg-BELVue
Musées histoire, patrimoine & folklore	Coudenberg
Musées histoire, patrimoine & folklore	Editions Jacques Bief
Musées histoire, patrimoine & folklore	Garde Robe de Manneken Pis
Musées histoire, patrimoine & folklore	Musée Belge de la Franc-Maçonnerie
Musées histoire, patrimoine & folklore	Musée de la Banque Nationale de Belgique
Musées histoire, patrimoine & folklore	Musée de la Porte de Hal
Musées histoire, patrimoine & folklore	Musée des Egoûts
Musées histoire, patrimoine & folklore	Musée du Cinquantenaire
Musées histoire, patrimoine & folklore	Musée du Costume et de la Dentelle
Musées histoire, patrimoine & folklore	Musée Schaerbeekois de la Bière
Nature, sciences et techniques	Aquarium de Bruxelles
Nature, sciences et techniques	La Fonderie
Nature, sciences et techniques	Museum des Sciences Naturelles
Nature, sciences et techniques	Museum voor Oudere Technieken
Nature, sciences et techniques	Planetarium
Nature, sciences et techniques	Train World

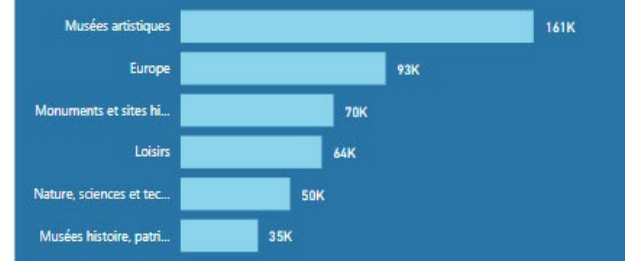


## Affluence par quartier

Cliquer sur une catégorie pour filter



## Affluence par thématique



**FUTURE MUSEUM**  
**IDEEN FÜR KOOPERATIONEN**  
**(3) CROSS-REFERENCING**



Maximilian I beschuldigte Elster mit einer Vielzahl künstlerischer Projekte, die dem Ehrgefühl seiner Herrschaft dienen und die kaiserliche Herrschaftsmacht veranschaulichen sollten. Der Kaiser übte wenig Einfluss bereits seit 1498 in Elzers Kunstschule. Die einzige gezeichnete Begleitung des Kaisers mit dem Herrscher fand statt am 20. Juni 1518 während des Reichstages in Augsburg statt. Bei dieser Gelegenheit entstand die spätere Porträtskizze, auf der Elzer nachweislich teilnimmt, dass er dem Kaiser in der Platz in seinem eigenen Elster kaiserlich. Nach Elzer verweist in der Darstellung auf die kaiserliche Herrschaftliche Macht und insbesondere auf die Präsenz der Herrschaft des Kaisers zu übertragen.

Die Porträtskizze sowie die Skulpturen mit dem Kaiser sind nicht die einzigen Werke des Kaisers, sondern die Grundlage für die in zwei Haltungen veränderten gemalten Skizzen, wenn Sie sich in die Varianten erhaltenen Herrschaftsgemälden, die weit nach dem Tod Maximilians existieren.

Maximilian I commissioned Elzer to carry out a number of artistic projects that were intended to assert his authority over and around representative imperial events. The emperor was possibly already one of Elzer's customers by 1498. The only documented encounter between artist and ruler took place on June 20, 1518 during the Diet of Augsburg. Elzer made a spontaneous portrait sketch of the emperor on that occasion, noting in it that it was made "right up in the palace in the 8th chamber." Elzer concentrates less on the attributes of imperial power than on capturing the emperor's personality.

The portrait sketch and a chalk study showing the emperor's hands holding a pennant from the back for the public portrait, but which in her remains as well as her variations of a sketch of portrait produced after Maximilian's death.



Maximilian I

1519  
with white

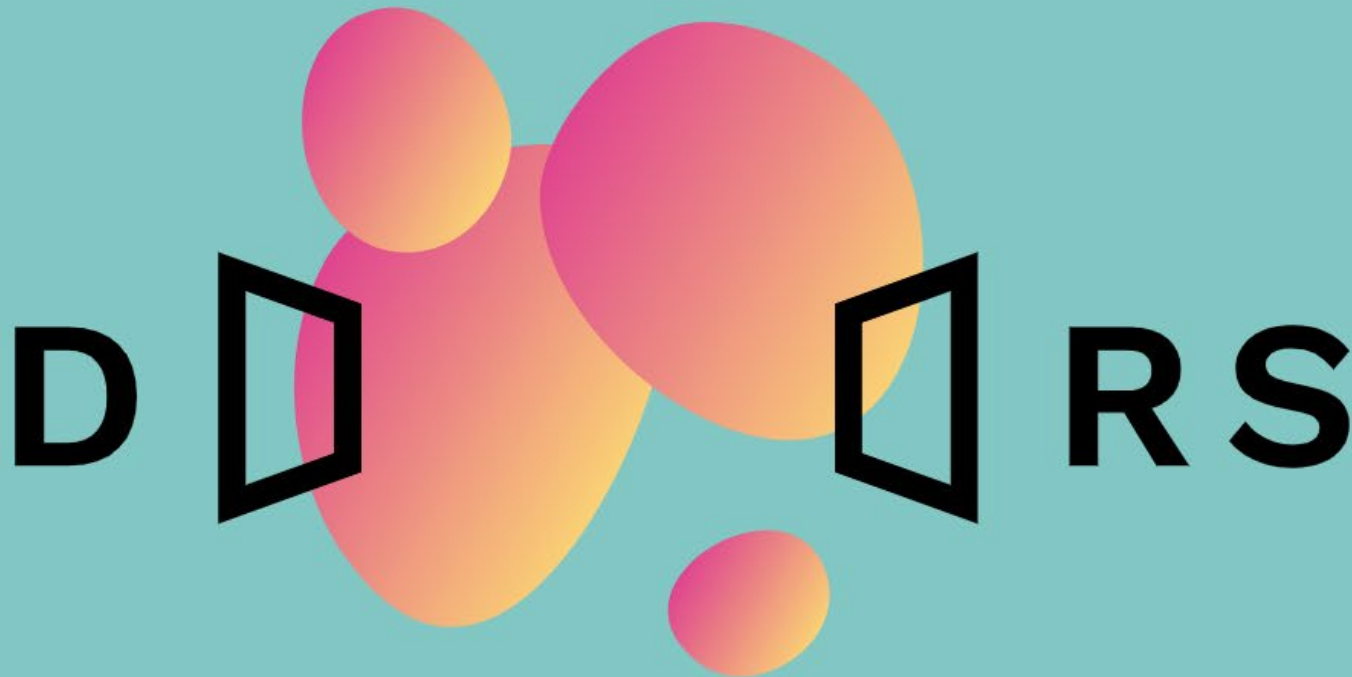
**MUSEUM BOOSTER  
WEITERE INITIATIVEN**

# museum innovation barometer

## 2022

*by MUSEUM BOOSTER*





# Digital Incubator for Museums

[ars.electronica.art/doors/en/](https://ars.electronica.art/doors/en/)



**Förderung von Wirtschaftsuniversität Wien  
Culture & Technology im Museumsbereich  
Umfrage bis 29. November 2021 ausfüllen**



**FUTURE MUSEUM  
PHASE II**

**Forschungsthemen**

**Audience development**

**Digitalisation & management**

**Cross media development**

# DANKE FÜR DIE AUFMERKSAMKEIT!

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MUSEUM BOOSTER**

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