BPOC

GLAMs' Dynamic Sustainability Platform

Balboa Park Online Collaborative

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White Paper

GLAMs' (Galleries, Libraries, Archives, and Museums) Dynamic Sustainability Platform Strategy

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Themes: Digital Transformation, Executive Management, Organizational Strategy

Tags: Adaptive, Contextually Sensitive, Continuous Quality Improvement, Dynamic Sustainability Platform, Mission, Economy, Engagement, Environment, Food and Beverage, Management, Merchandise, Public Programs, OER, Resilience, STEAM, Strategy

Contents

ABOUT US

The Balboa Park Online Collaborative (BPOC) is a nonprofit technology collaboration that connects audiences to art, culture, and science. We live and breathe cultural organizations, and have developed strategic frameworks that re-invent institutions to be more resilient and sustainable. The information within this white paper is based on BPOC's research, pragmatic recommendations, and implementation solutions that we deliver directly to our clients. BPOC is here to help your organization. Learn more at www.bpoc.org.

ACKNOWLEDGMENTS

ABSTRACT

This White Paper is a tool to help Galleries, Libraries, Archives, and Museums (GLAMs) develop a sustainable approach to organizational strategy. It provides an overview of the GLAMs' dynamic sustainability platform developed by the Balboa Park Online Collaborative. The paper is for executive boards, leadership, funders, staff, and partners of GLAM institutions.

EXECUTIVE SUMMARY

Organizational strategy is not a one-time or periodic project—it is dynamic and ongoing. It includes digital strategy as a crucial and integrated part of an institution's efforts to fulfill its mission through clear engagement goals, robust technology infrastructure, digital literacy, and integrated solutions. An organizational strategy with an approach that is dynamic, interdependent, and that encourages optimization can help an institution become more independent, self-reliant, and resilient by building on its capabilities or positioning itself to work in self-arranged collaborative consortia with shared services. A dynamic organizational strategy should represent an institution's culture and help it deliver on its commitment to be relevant to customers.

Successful implementation of organizational strategy is dependent on an institution taking responsibility and ownership over its own agency to change. An institution must ensure that its staff is fully capable to perform its roles, is able to take decisive action, and is dedicated to building a sustainable platform for positive possibilities and manageable growth. BPOC works in allied partnership with an organization so that it can empower itself to carry out its dynamic strategy with self-confidence and enduring strength from within.

Your organization can break free from the sieges of uncertainty and doubt by taking actionable steps to invest the time, money, personnel, and technology systems now to achieve efficiency, pursue new growth, measurable engagement, and increased earned revenue. The only way to survive in an ever-evolving world is to embrace change as a constant, so a dynamic strategy is necessary to enable your GLAM organization to thrive and succeed in serving its mission and customers.

INTRODUCTION

This White Paper is a tool to help GLAMs' (Galleries, Libraries, Archives, and Museums) executive boards, leadership, funders, staff, and partners develop a sustainable approach to organizational strategy. It provides an overview of the dynamic sustainability platform and strategic processes developed by Balboa Park Online Collaborative through research and implementation in collaboration with partners across the GLAM sector. Specific topics include: recommended strategy behaviors; a three-pronged platform that addresses economic, engagement, and environmental sustainability; recommendations regarding efficiency and new growth; and an outline of BPOC's strategy engagement process for clients.

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STRATEGY BEHAVIORS

When crises come, GLAMs (Galleries, Libraries, Archives, and Museums) may try to respond to current flashes in the news cycle in the chase for seeming relevance. Do not mistake such actions for being adaptive. These hasty and panicked efforts can be ill conceived and poorly executed, undermining the institution's fundamental mission, reputation, and ability to serve customers. Noncommittal, flyby, and sluggish approaches to strategy do not help an organization in the face of a world impacted by global challenges of today or those coming tomorrow.

GLAMs typically prioritize tradition over innovation. As organizations whose activities are devoted to preservation, GLAM institutional cultures, programs, and staff primarily seek to maintain the status quo rather than employ elite mindsets[5] and entrepreneurial methods to improve the accessibility and quality of products and services. Unfortunately, and especially in times of hardship, GLAMs default to a managerial response that pursues cuts rather than opportunities to make strategic investments. The cut approach is especially manifest when it comes to technology. GLAMs too often regard technology as a discrete succession of projects and a financial burden when it should be regarded as a core investment in efficient business and programmatic operations. GLAMs suffer when they base decisions on anecdotes or momentary perceptions when they should be making data-informed choices guided by expert advice from within and outside the sector.

Dwight D. Eisenhower was quoted as saying "*In preparing for battle I have always found that **plans** are useless, but **planning** is indispensable,*"[6] meaning that most plans are rendered useless almost as soon as they are put in motion, but the process of planning and constantly evaluating is key. Cultural institutions too often treat strategy as if it is something to deal with only when issues arise, which leaves them more vulnerable to confusion, disarray, and shock. GLAM institutions poised for a resilient future need to implement a pragmatic and steadfast yet dynamic strategy as a mission-critical and vital tool "whose failure or disruption would cause an entire operation or business to grind to a halt. It is indispensable to continuing operations."[7] The most resilient and sustainable approach is to develop a robust and effective strategy that helps an organization thrive by considering the holistic ecosystem of a GLAM institution with a systematic approach.

GLAM institutions need to evolve from infrequent strategic planning that creates a five- to ten-year glossy document containing more unrealizable aspirations than achievable results, to a robust, driven strategy that is embedded into the institution's operations and programming activities. Inconsistent, reactionary, or static approaches to strategy leave an organization

susceptible to a multitude of risks and threats. GLAMs can find themselves in precarious situations by misreading social contexts, missing industry trends, or by setting overly ambitious agendas that they do not have the agency or ability to deliver successfully. These conditions often are of an institution's own making, but are more likely to be blamed on external factors rather than owned. Without a strong strategy, GLAMs can alienate customers, exhaust budgets, waste precious resources, and burn out staff.

GLAMs' strategic behaviors to strategy should be *disciplined*, *determined*, and *diligent*. Disciplined to establish processes and then reasonably follow them, especially in the face of uncertainty. Determined to be resolved to carry out an agreed-upon course of action and stem unproductive distraction and disruption. Diligent to be earnest and steadfast to achieve stated goals pragmatically. By embracing and acting on these behaviors, organizations can build their own *GLAMs' Dynamic Strategy Platform*, making them empowered and optimized to fulfill their missions.

DYNAMIC SUSTAINABILITY PLATFORM

An important aspect of BPOC's methodology is bringing multiple perspectives and technologies from outside the GLAM sector and applying them to solutions we build with our clients through a kaleidoscope of experience, using GLAMs' sector lenses. BPOC's capabilities work in a collaborative partnership with a client to help develop and implement pragmatic, strategic, and sustainable results, building capacity that will support the organization's success. Research led us to "The Dynamic Sustainability Framework,"[8] whose key takeaway concepts are being adaptive, contextually sensitive, and pursuing continuous quality improvement.

BPOC applied these themes to a strategy method for GLAMs and other organizations, with our GLAMs' Dynamic Sustainability Platform:

Adaptive—Modify techniques and tools from commercial and other industries and adjust to changing conditions to meet customer expectations. Peers in GLAM institutions may not have the answer or model best practice. Benchmark with organizations who are where you want to be and beyond.

Contextually Sensitive—Situate your strategy within your organization's mission, collections, and programs while being aware and sensitive to local and global communities and contexts. Look outside your institutional culture and myopia.

Continuous Quality Improvement—Measure quality first by customer engagement, and take actionable and measurable steps across programs and processes to improve. Leadership and staff do not define success; your customers do.

ADAPTIVE

Modify techniques and tools from commercial and other industries and adjust to changing conditions to meet customer expectations. Peers in GLAM institutions may not have the answer or model best practice. Benchmark with organizations who are where you want to be and beyond.

CONTEXTUALLY RELEVANT

Situate your strategy within your organization's mission, collections, and programs while being aware and sensitive to local and global communities and contexts. Look outside your institutional culture and myopia.

CONTINUOUS QUALITY IMPROVEMENT

Measure quality first by customer engagement, and take actionable and measurable steps across programs and processes to improve. Leadership and staff do not define success; your customers do.

GLAMs' DYANAMIC SUSTAINABILITY PLATFORM

Is built on an approah to GLAMs' strategy based on the principles of organizations' being disciplined, determined, and diligent.

Figure 1. GLAMs' Dynamic Sustainability Platform. By Neal Stimler.

Missions[9] are the center from which a GLAMs' Dynamic Sustainability Platform of being adaptive, contextually sensitive, and applying continuous quality improvement is developed, and have coincident relationships with the *economy*, *engagement,* and the *environment*. These global forces impact institutions across the spectrum of cultural contexts, funding models, communication technologies, and natural conditions. Applying these principles to strategy that is disciplined, determined, and diligent can help your organization develop a Dynamic Sustainability Platform that supports your mission at the intersections of the economy, engagement, and the environment.
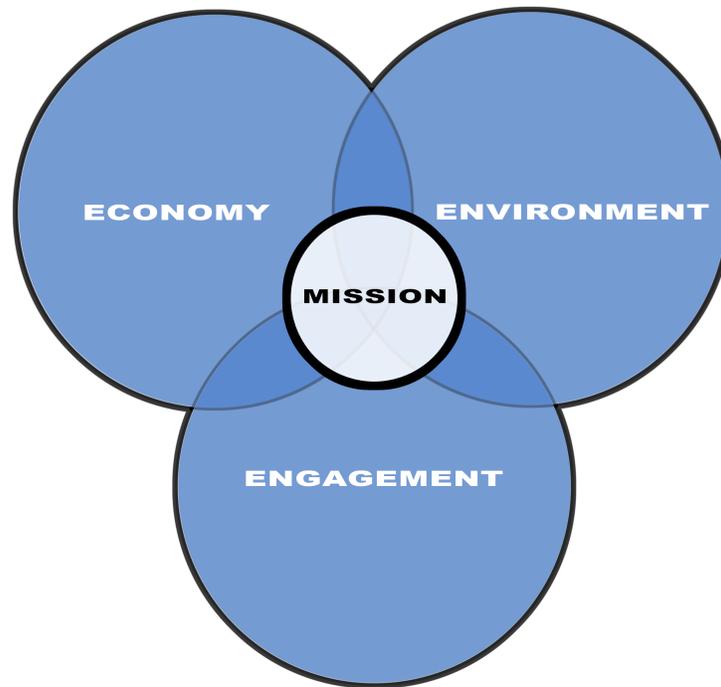
Figure 2. GLAMs' Dynamic Strategy Platform 2 - Mission Interdependence on and Coincident Relationship to: Economy, Engagement, and Environment. By Neal Stimler.

DYNAMIC STRATEGY PLATFORM - ECONOMY

ADAPTIVE   ECONOMY

Approach: Evolve digital-first, mobile-first operations to simplify customer transactions and expand your institution's marketplace.

Design, build, and deploy content as digital-first to maximize its utility so that it can be distributed, purchased, rented, or re-sold on multiple channels. The implementation of transactional systems and point-of-sale technologies from other industries should be prioritized to support contactless, mobile, and web payments. Create more saleable assets and transaction points throughout the design of exhibitions, collection displays, and programs onsite and online—don't leave it all up front at the ticket counter, shop, restaurant, or on the website's home page. Saleable digital content and merchandise should be available whether the institution is open or closed, and online purchases should only be a click or two away. Dispense with dead inventory, gifts, and printed books, especially publications that you did not produce. Focus on developing a tight and limited-time offering of sustainable brand merchandise driven by online sales with social media and web advertising. Partner with aligned merchandisers and brands when possible to expand your marketplace.

CONTEXTUALLY SENSITIVE   ECONOMY

Approach: Focus activities on a clearly defined value proposition, build in equitable hiring and staff retention practices that recognize diversity as a strength, incorporate accessibility best practices and language translation across all channels.

Reposition from contributed fundraising, grants, and traditional membership programs to prioritize earned revenue through online sales, micro-donations, discounts, loyalty, and subscription services. Ensure that your employment practices—including teen and early career internship programs that create a professional pipeline—are fair and equitable and understand the value of building teams that represent a diversity of backgrounds. Build accessibility and language translation into all platforms and programs to care for and grow your customer base across a multitude of languages. Know your customers better through personalization and opt-in data points. Ensure that food and beverage programs are related to your brand and mission with distinct, unique, memorable, and limited-time offerings, and not in direct competition with local merchants. Change food and beverage programs to serve on digital delivery platforms and automated onsite dispensary services, with reusable materials or environmentally conscious packaging. If your institution has too much area competition or cannot deliver a compelling food and beverage program that makes customers hunger for more, there's no need to offer this service at all.

CONTINUOUS QUALITY IMPROVEMENT   ECONOMY

Approach: Institute business analytics and digital project management to track accountability and respond to both success and failure quickly.

Track accountability, impact, successes, and failures across the organization through business analytics and intelligence platforms, including digital project management systems. Hire or contract data analytics and insights roles at the executive and management levels. Set reasonable target goals for iterative achievement that build on solid foundations and consistent platforms. Build partnerships with allied organizations in your sector, specifically commercial and technology partners whose insights and platforms are best placed to help improve your business. Include an operational shared services approach for commercial, maintenance, and technology needs. Establish an elite team mentality whereby contractors and staff are inspired to be more revenue focused, to better support the mission, and keep existential economic threats at bay from severely harming your institution.

DYNAMIC SUSTAINABILITY PLATFORM - ENGAGEMENT

ADAPTIVE   ENGAGEMENT

Approach: Embrace a digital-first, mobile-first engagement and programming strategy that leads with digital presence and experience.

A GLAM institution, first and foremost, is not just a building, yet its facilities dictate constraints

and possibilities for engagement. It is time to think differently about engagement goals, methods, and traditional success metrics to focus on more contemporary models, including broadcast, internet, and social media businesses. The density and volume of physical attendance never accounted for the quality of engagement, and should no longer be the only metric of success as more engagement and experiences are offered through digital means. Customer experience should be digital-first and prioritized for asynchronous, self-directed, and on-demand consumption. Production schedules change. Communal activities offered through digital platforms will require more technological and social infrastructure, and they should be offered at less frequent intervals to foster greater participation at key moments supported by proper preparation. GLAM institutions need to adapt to the needs of when, how, and through what digital-first means their customers want to engage and transact.

CONTEXTUALLY SENSITIVE   ENGAGEMENT

Approach: Ensure engagement activities are responsive to local, national, and global social issues. Make certain your staff represents a diversity of backgrounds, perspectives, and experiences in order to strengthen your ability to connect with audiences.

Being contextually sensitive in the context of engagement means caring sincerely about your customers, and developing a business model that supports your mission and serves their needs within discrete and focused offerings. Adopting a SHAPE[10] approach to content and learning material development goes hand-in-hand with STEAM curricula goals. Design content production as templated media packages that are accessible, machine translatable, and predictable for users. Experiment and innovate with new digital platforms through episodic, surprise, or reveal tactics, creating new peaks of interest building on top of the baseline of production. The institution should be available 24/7 through augmented channels such as live-streamed video commentary, reviews, games, and challenges and other mechanisms that provide higher degrees of interaction. These are opportunities to connect with influencers and distribute your products to new audiences. Employ Open Access policies on images, 3D models, data, publications, and other elemental content when possible to empower audiences to remix, remake, and share their creativity through making and social sharing. Empower these influencers and content creators to reuse assets commercially, without additional fee or permission requirements placed upon them, using legal tools such as the Creative Commons Zero Public Domain Dedication and Creative Common Attribution license. Do your due diligence. Consider and develop policies and rights approaches that take into account what is appropriate for your collections and content within the context of constituent and stakeholder relationships as part of an open access program. Seek opportunities to participate in the new cultural context of esports and video games by producing gaming content in partnership with independent and major studios. Invest in the augmentation of content such as data, media, and publications to be more inclusive and representative of your customer base's diverse identities and expressions.[11] Leverage the benefits of building truly diverse teams at every level within your organization to generate new ideas regarding how to connect with customers. Become a read-write organization.[12] Enable your customers as well as staff from different departments and seniority

levels to participate in shaping the substance and contours of your content in their contexts so that they see themselves in the who, what, where, and why of what your organization does.

CONTINUOUS QUALITY IMPROVEMENT   ENGAGEMENT

Approach: Attendance alone does not provide the fullest spectrum of information that can be learned, so commit as an organization to invest the money, time, and resources to measure engagement.

Develop programs and initiatives from the outset in which metrics can be collected by digital means and integrated into dynamic reporting tools onsite or online. Ensure that engagement measurement is consistent across the program at balanced intervals. Make participation easy by using tools such as clickable emails, website surveys, social media polls, and digital tickets to capture customer feedback. Through messaging, help customers understand how your products and programs have improved in response to their engagement in order to reinforce the value of their participation.

DYNAMIC SUSTAINABILITY PLATFORM - ENVIRONMENT

ADAPTIVE   ENVIRONMENT

Approach: Take a public stance on climate change through a mission-related lens.

Like leading global corporations, publish an environmental plan on your website that holds your institution accountable to do its part in the face of climate change, e.g., a carbon negative plan, and in support of other existential global challenges such as biodiversity.[13] Contribute to the offsetting of carbon emissions through transformative operational practices, such as e-commerce transaction applications that contribute funds to support the environment at the time of purchase.[14] Avoid single-use materials in food and beverage, merchandise, and elsewhere in pursuit of sustainability.[15] Deploy hygienic materials and processes that can safely be cleaned for reuse. Carefully consider the use of single-use packaging materials labeled as biodegradable or compostable. Evaluate how waste management facilities may process these packing materials.[16] Eliminate transactional waste in merchandise, ticketing, wayfinding, and other processes by phasing out admission stickers, paper tickets, printed maps, and brochures that end up on the ground and the street. Charge an overhead on any necessary single-use materials to pass on to environmental support funds. Implement digital-first content and give preference to personal device solutions for customer engagement, publications, loyalty, and special events and connect these workflows to more efficient customer relationship management integrated with electronic systems, analytics, and reporting.

CONTEXTUALLY SENSITIVE   ENVIRONMENT

Approach: Evolve operations and programming to support and commit to social or environmental issues in a timely and appropriate fashion.

Adopt a prosocial approach to the environment with action in your community and campus. Many institutions are situated near or within an environmental resource, public park, or urban landscape. Partner with community groups and jurisdictional services that maintain local ecological resources. Collaborate on joint marketing and public service campaigns, and seek ways to incorporate discussions about the environment in presentations about your content, collections, research, education, and public programs. Ensure that digital learning programs meet STEAM[17] and Common Core[18] education standards for teachers and empower learners with essential skills to navigate their changing world. Produce open educational resources, also known as OER,[19] whenever possible. As highly trusted informational sources, tell the public why climate change and environmental protection are critical issues. Publish more facts to better inform society.

CONTINUOUS QUALITY IMPROVEMENT   ENVIRONMENT

Approach: Publish data and plans for environmental and social activities, and dedicate staff resources to drive and deliver change.

Make data for your environmental plan public and accessible to the public with an online dashboard. Report out regularly to the public about your ongoing commitment. Hire or contract with a Chief Environmental Commitment Officer or Chief Sustainability Officer[20] as a member of your leadership team. Redesign production processes and installations to reduce as much waste as possible, while measuring the budgetary and efficiency improvements. Revitalize your content production and distribution strategies to go deeper, richer, and longer, focusing on evergreen content. Achieve more impact by doing less. Don't force your organization to have costly and wasteful production timelines without making adjustments to re-prioritize what is and what will continue to be in demand. There is no need for erratic content changes that negatively impact your environmental efforts if you plan and direct committed energy into those pursuits.

ACHIEVE EFFICIENCY FOR NEW GROWTH

Build a GLAM organizational culture and leadership staff that are disciplined, determined, and diligent. You want the best talent in your organization from diverse backgrounds, personal experiences, and skill development pathways, including people without college or university degrees. Include other skill-based or technical credentials. Invest in internship and other professional pipeline opportunities that recognize the benefits of building, supporting, and retaining a diverse workforce. GLAMs need to support continuous and lifelong learning and skills development for valuable staff. Guide expert leaders at different levels of the organization to implement mission objectives with precision and purpose. Commit to the ambassadors and champions within your organization who are able, ready, and willing to work and do the job.[21] Recognize and reward quality staff members for their results-based achievements, inspiring others to perform, seek mentorship to improve, cross-train,[22] and upskill. Value and recognize the corps of people able to reinvent and reimagine the ways they work to serve customers.

GLAM institutions should place greater emphasis on supporting those staff roles that drive joint pursuits of sustainable earned revenue and digital-first growth interdependent on the economy, engagement, and the environment. GLAMs need to identify, equip, train, and support their essential workers.[23] These roles can be carried out in hybrid staffing models, including distributed workforces, which provide opportunities to recruit and retain staff of different abilities and identities around your region, country, and globally. Alternate, invite, and rotate interpretative roles to encourage and develop new perspectives on content and collections. Make the hiring of personnel count toward the maximum dollar-for-dollar and service quality to benefit your customers' engagement. When and where possible, organizations should also embrace automation and robots in tandem with human workers[24] to improve cost management, customer experience, operational consistency, public health, and safety. Focus more efforts on growing earned revenue.

GLAM institutions must position themselves financially and structurally to have greater agency over their resources in service of their mission and customers. Seek to streamline your offering to invest in and deploy what earns revenue to carry out and support the core content, products, and services of your cultural business's mission. Integrate analytics and reporting into the many facets of your organization to maintain and nurture a healthy and prosperous GLAM institution capable of identifying, treating, and curing what ails it, including technologies such as digital twins,[25] internet of things,[26] and smart buildings.[27] Utilize customer's internet-enabled mobile devices, connected to their preferred contactless payment, movement, and ordering applications, to ease transactional processes and minimize potentially unsafe contact.

GLAM institutions should be working with government and philanthropic partners to become independent, self-reliant, and resilient built on their institutional capabilities or by working in self-arranged collaborative consortia to develop shared services. Government and philanthropic organizations can often present many challenges and obstacles for GLAM institutions by funding short-term and unsustainable initiatives with narrow remits and limited impacts on an organization's long-term viability. Governments and philanthropic organizations should shift their support from traditional practices, such as one-time grants, to entrepreneurial means of economic investment such as incubation,[28] commercial partnerships,[29] operations,[30] and revenue sharing. Sustainable and business investment-oriented approaches will help government and philanthropic organizations be of ongoing value and support to GLAM institutions, and, more important, to the customers they serve. Government and philanthropic organizations must require accountability, transparency with open access, and demonstrable return on investment for their stakeholders when supporting GLAM institutions. Funding organizational transformation that seeks to make systemic change for a GLAM institution is vital to help change financial well-being for institutions.[31] A new economic and customer engagement paradigm is required when funding relationships between governments, philanthropies, and GLAMs[32], especially when resources are needed for urgent global and panhuman priorities, such as international cooperation, the global economy, employment, as well as health and safety matters.

The key is to move your institution beyond the persistently defensive behaviors of crisis management and triage toward resilience. If what your organization is doing is not earning revenue and growing engagement in service of your mission, then it does not pay to do it. Your organization can get out of existing patterns of debt and doubt by taking actionable steps toward a new and robust strategy with the GLAMs' Dynamic Sustainability Platform. Stop being behind in your strategy and the running of your cultural institution! Invest the time, money, personnel, and systems now to achieve efficiency and be prepared to pursue new growth to achieve measurable engagement and earned revenue. Your GLAM organization cannot afford to wait! BPOC wants your GLAM organization to thrive and succeed in serving its mission and customers, and this can only be achieved when an organization is taking good care of its strategy.

STRATEGY ENGAGEMENT PROCESS FOR CLIENTS

BPOC takes clients through a strategy engagement process that uses the GLAMs' Dynamic Sustainability Platform as a guide.

Vision and Goals: The vision and goals for how GLAMs' strategy can improve or enhance the work of your institution.

Discovery and Capacity Building: Audit processes, systems, and resources to develop an improvement plan to create institutional capacity to support your strategy.

Engagement: An analysis and plan of how to use the strategy to engage with your internal and external audiences.

Infrastructure: An audit of your institution's technical architecture and information systems, and develop a target architecture with a plan to achieve it.

Transition: Train and empower GLAMs' leadership to control strategy and guide staff to implement change.

VISION & GOALS ⟩ DISCOVERY & CAPACITY BUILDING ⟩ ENGAGEMENT ⟩ INFRASTRCTURE ⟩ TRANSITION

Figure 3. BPOC's GLAMs' Strategy Engagement Process For Clients. By Neal Stimler. After Nik Honeysett.

STRATEGY VISION STAGES

The strategy process BPOC takes an organization through with GLAMs' Dynamic Sustainability Platform explores and develops practices for strategy, tactics, and rates of change.

BPOC and the client define together:
- How the strategy will fulfill your mission.
- How to evaluate initiatives that will fulfill your mission.
- How to turn ideas into objects and actions that fulfill your mission and goals.
- What your organization needs to do to accomplish your goals.
- What leadership, boards, and staff will budget for and do.

VISION ⟩ GOALS ⟩ STRATEGIES ⟩ OBJECTIVES ⟩ ACTIONS

Figure 4. BPOC's GLAMs' Strategy Vision Stages. By Neal Stimler. After Nik Honeysett.

STRATEGY STAKEHOLDERS

BPOC puts customers at the top of GLAMs' Strategy stakeholders. We scale down and out from there with boards, CEOs, Directors, Executive Teams, and staff. Many GLAMs' have their stakeholders' chart in the wrong order, sometimes with imbalances coming from and between boards, directors, or staff. Without customers, an organization does not have a mission to serve. GLAM institutions need to reinvent their foundational approaches to organizational strategy and take customer experience to the next level.[33]
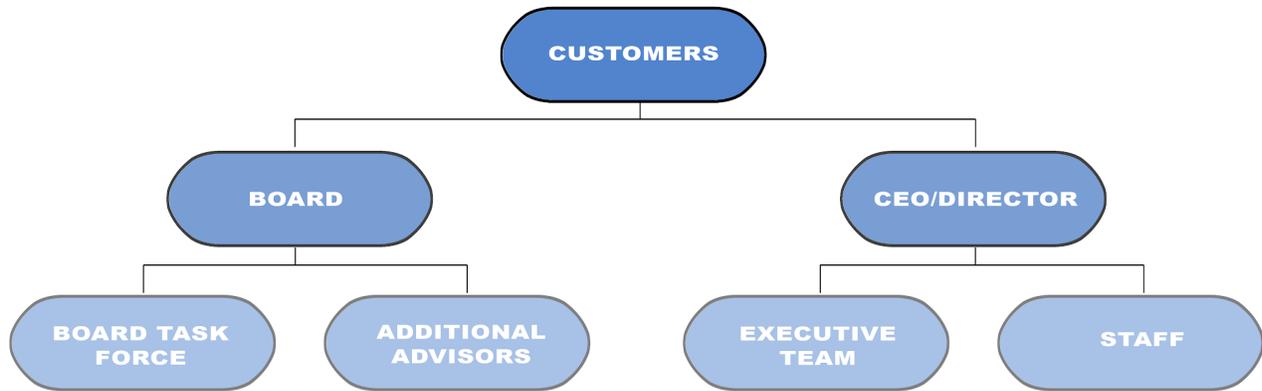
Figure 5. BPOC's GLAMs' Strategy Stakeholders. By Neal Stimler. Modified from and After Nik Honeysett.

STRATEGY CAPABILITY MATURITY MODELS

BPOC guides clients through its capability maturity models to help them identify where they are on the pathway to being a more robust and resilient organization. This model takes a GLAM institution's approach to strategy from initial to optimized performance.

INITIAL	REPEATABLE	DEFINED	MANAGED	OPTIMIZING
• ad hoc • inconsistent • chaotic • one-off	• basic project management • trackable processes • discipline in place • success scalable	• documented and standard processes • projects use approved, tailored, versions of the stanard processes	• performance of processes and quality of results are managed with metrics and analysis	• continuous process improvement • quantitative feedback • piloting innovative ideas

Figure 6. GLAMs' Strategy Capability Maturity Model 1. By Neal Stimler. After Nik Honeysett.

BPOC's capability model moves from the steps of GLAMs' Strategy transformation into the applied areas across an organization.

PEOPLE	untrained	trained	cross-trained
PROCESS	ad hoc	documented	driven/optimized
MEASUREMENT	none/irrelevant	periodic/appropriate	continuous/relevant
TECHNOLOGY	none/mismatched	adequate/appropriate	effective/sustainable

Figure 7. GLAMs' Strategy Capability Maturity Model 2. By Neal Stimler. After Nik Honseysett.

These methodologies integrate within BPOC's GLAMs' Strategy work and incorporate the GLAMs' Dynamic Sustainability Platform outlined previously.

CONCLUSION

GLAM institutions around the world are faced with existential challenges to their viability now and in the future. BPOC's GLAMs' Dynamic Sustainability Platform and organizational strategy tools can help your institution develop resilience. Visit our Organizational Strategy page for further details and contact information. We are ready to help.

ABOUT THE AUTHOR

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Neal is a creative strategist with experience in collaborative leadership, content management, project management, and trend forecasting. He has successfully contributed and led efforts that improved business operations, thoughtfully engaged audiences, and enhanced organizations' management capabilities and inspired greater visionary capacity. Before joining BPOC, Neal spent more than a decade at The Metropolitan Museum of Art in positions of increasing responsibility. Following his time at The Met, he was the inaugural Head of Public Engagement at Auckland Art Gallery Toi o Tāmaki.He provides leadership and critical insights on trends in business management and digital technology, and has guided The Cleveland Museum of Art, The Metropolitan Museum of Art, and The Smithsonian Institution on the implementation of their Open Access programs. Neal was a 2019-2020 Fellow at The Engelberg Center of Innovation Law and Policy at the New York University School of Law, where he was co-creator of the digital publication, GLAM3D.org.

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