SI Mobile:  
A quick introduction to Mobile  
Strategy at the Smithsonian  

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Some Strategic Questions  

1. What is mobile?  
2. Who are “the people formerly known as the audience”?*  
3. Why is mobile important to them and our organization?  
4. How does it support our overall strategic plan and priorities?  
5. What is the state-of-the-art of mobile at our organization, and what are our strengths, weaknesses, opportunities and threats (SWOT)?  
6. What is our mobile strategy and strategic goals?  
7. How will we deliver on them?  
8. What needs to change to enable us to succeed with mobile?  
9. Who is the team that will do it?  
10. What will we need to fund, and how?  

What is mobile?

Mobile includes both:

✓ Pocketable
  (phones, iPods, gaming devices)

✓ Smartphones
  (apps and mobile web)

✓ Podcasts
  (video and audio)

✓ BYOD
  (bring your own device)

✓ Mobile web sites

& Portable
  (tablets and eReaders)

& ‘Dumb’ phones
  (voice calls and texting)

& other downloadable content (PDFs, eBooks)

& mobile devices provided on-site by SI museums

& Large-screen websites on mobile devices
Mobile is a unique mix: of the personal and the social
Mobile is Disruptive

Mike B. at the entrance to the "Hide/Seek" exhibit with an iPad playing the banned art, "A Fire in My Belly" by David Wojnarowicz.


Get Me a Mobile Strategy or You’re FIRED!

“You don’t need a mobile strategy; you need mobile to be part of the strategy.”

Jason Grigsby
Slides: bit.ly/d4m2010-strategy
@yngs • jason@cloudfour.com
cloudfour.com • mobileportland.com
SI Mobile’s Strategy

1. **Integrate mobile into everything** we do to create a whole greater than the sum of its parts;

2. **Transform the way the Institution works** in order to achieve its strategic goals and vision for the 21st century.

*We will measure our progress and success by mobile’s impact on the Accessibility, Quality, Relevance, Sustainability and Accountability of the Institution.*

SI Mobile’s Vision

**Recruit the world**

*to increase and diffuse knowledge*

by using mobile platforms to enlist collaborators globally in undertaking the real and important work of the Institution.

*Put the Smithsonian not just in the people’s pockets, but in their hands.*
The People’s Institution

Louise Rochon Hoover, "Secretary Henry Posts Daily Weather Map in Smithsonian Building, 1858."

James Smithson: “for the increase and diffusion of knowledge”

The Megatherium Club, a group of young naturalists who collected for the Smithsonian in the 19th C.

http://en.wikipedia.org/wiki/Megatherium

SI Mobile’s Strategic Goals

1. **Engage new audiences where they are**, both on-site and beyond SI’s walls.

2. **Create new opportunities for learning**, creativity and shared discovery within and beyond the museum and classroom.

3. **Open access to our data, collections and research** and support new uses of it through collaborative structures and platforms.

4. **Equip SI staff with new tools** to work at the leading edge of their fields.

5. **Transcend disciplinary boundaries** by connecting communities, conversations and initiatives.

6. **Update the Smithsonian experience** to reflect shared brand values.
Mobile helps achieve the Smithsonian’s Strategy and Priorities by:

1. Engaging mobile platforms to integrate the work of the Grand Challenges within the Smithsonian and with external collaborators.
2. Broadening Access to global audiences of all abilities via their mobile devices whenever and wherever they may be;
3. Revitalizing Education by connecting classrooms and both formal and informal learners around the world in a virtual, mobile learning platform.
4. Crossing Boundaries to connect communities, contributors and Smithsonian experts through mobile platforms, content and conversations.
5. Strengthening collections and their care through expanded access via mobile platforms that enable public/private partnerships.
6. Enabling organizational excellence through mobile learning tools that enhance staff’s flexibility in response to new challenges.
7. Demonstrating measurable outcomes in the Institution’s ability to harness the power of technology to grow and share its knowledge and collections.

Mobile Cultivates the Smithsonian’s Brand Values by:

1. Making the Smithsonian more accessible and accountable
2. Enhancing its relevance to a wider audience
3. Attracting new forms of funding, partnership and support
4. Promoting collaboration with and within the Smithsonian
5. Increasing the quality of collections, research and learning at the Institution
6. Enabling the Institution to make a positive, sustainable impact in the world
How do we do it?

1. **Connect SI Mobile initiatives** in a common framework for navigability, findability and quality of user experience;

2. **Develop an internal commons** of shared tools, resources and training for best-in-class mobile development;

3. **Establish and expand the infrastructure** and back-end systems required to support SI’s mobile initiatives, products and services;

4. **Adopt standards** for content and data management;

5. **Balance central governance with unit autonomy** to achieve economies of scale while fostering innovation and diversity.

6. **Use mobile metrics**, audience research, product testing and evaluation to support iterative development and **quality assurance** in SI mobile products.

Mobile Content Standards

http://wiki.museummobile.info/standards
SI Mobile Annual Objectives & Focus

Stage 1 (2010-2011):
1. Increase mobile engagement with SI
2. Improve the quality of the visitor experience online and on-site
3. Increase awareness of the Smithsonian's mobile offerings
4. Enhance the Smithsonian's Brand

Stage 2 (2012):
1. Build communities and collaboration
2. Foster education and create new learning opportunities on mobile platforms

Stage 3 (2013):
1. Offer services to support staff

Stage 4 (2014-15):
1. Acquire new audiences
2. Increase revenue

SI Mobile Strategic Focus
1. Experimentation & team-building
2. Strategic planning
3. Introduction of basic mobile best practices
4. Begin laying mobile infrastructure foundations

Governance
- A social media approach to governance
- Rules written by the community of mobile practitioners and stakeholders
- “Post-moderation”
- Weekly meet-ups and quarterly peer reviews
- Annual strategy “summits”
- Personal responsibility, not policing
- Don’t slow down projects and innovation
- Do achieve economies and efficiencies of scale
The Mobile Team

Team will vary by project
1. Web and digital practitioners and/or project managers
2. Content (interpretation) developers
3. Subject experts
4. Experience designers
5. Exhibition designers
6. Interface designers
7. Information architects
8. Systems architects
9. Marketing and public relations
10. Operations managers and staff
11. Branding & graphic designers
12. Standards and best practices steward
13. Digital content managers
14. Strategy team/advisor
15. Contracting
16. Legal
17. Copyright
18. Evaluation
19. Audience research
20. Metrics analysis and reporting
21. Community/social media manager
22. Business model/commercialization advisor
23. Finance/accounting
24. Education/outreach/programs

What needs to change?

1. **Mobile funding**: Mobile initiatives, infrastructure, and research and development activities must be adequately resourced at a level that reflects the scale and global leadership of the Institution.

2. **Mobile integration**: Mobile must be an integral part of all units’ strategic, content, platform and outreach decisions.

3. **Strategic alignment**: Mobile initiatives must be aligned with strategic goals at the Institutional and unit level, and their producers held accountable for project success against established metrics.

4. **Mobile analysis**: Data from SI Mobile initiatives must be analyzed alongside other Institutional metrics to drive strategic planning and decision-making.

5. **Mobile collaborations**: Staff engaged in mobile and other digital initiatives must collaborate and share information, resources and best practice to support the coordination, commercial plans and quality assurance of SI Mobile efforts.
What needs to change? (cont’d)

6. Access to data: Access to the Smithsonian’s data must be opened up wherever possible through APIs and other methods as mandated by the OpenGov initiative.

7. User-generated content: The value of user-generated content to the Institution’s initiatives and data must be recognized, embraced and actively solicited and supported across the Institution.

8. Project management: “Agile” project development skills must be cultivated to provide more flexible, responsive and appropriate management for mobile initiatives than traditional “waterfall” project planning techniques.

9. Staff support: Mobile initiatives throughout the Institution must enjoy the timely and pro-active support of central services and staff.

10. Legal, contracting and governance procedures: Legal, contracting and governance procedures for the processes of mobile production must be clarified and streamlined in order to support proactively the innovation and rapidity of SI Mobile initiatives.

It’s NOT about the Technology

Fraunhofer Institute, Kunstmuseum Bonn: “Beat Zoderer” exhibition (Listen project) 2003
Understanding the mobile behaviors of your audience is the first step in building a mobile strategy or product.

Key Questions

- Who are the our target audiences?
- How do they use their personal mobile devices?
- What are their needs/wants?
- What objectives do we want to achieve through mobile platforms?
- Where is the overlap?

Smithsonian Mobile Audience Research: http://smithsonian-webstrategy.wikispaces.com/Mobile+Research
Product Development Principles

1. Mobile products should be accessible and used to enable access to the Smithsonian experience and resources for people of all abilities.

2. Mobile projects should expand and create new opportunities for engagement, not seek to reproduce existing ones on mobile devices.

3. Mobile should be understood as social media and projects should leverage its ability to create conversations, communities, and collaborations both alone and in combination with other platforms.

4. Wherever possible, a mobile website built on a standards-based content management system should be at the core of every mobile application project.

5. Digital content should be conceived for cross-platform use and re-use according to mobile content standards, and delivered using quality metadata and central SI web services.

6. Wherever possible, existing mobile code modules should be reused from the SI Mobile repository: avoid writing new and/or dedicated code and using proprietary or dedicated systems.

7. Whenever possible, make code, tools, best practices and other learnings from SI Mobile projects freely available to others to reuse.

8. For quality and consistency of experience, SI mobile initiatives should use standard interfaces and include clear, easy routes to other SI mobile products and platforms.

9. Embed metrics and analytic tools in every mobile product, and include audience research and product evaluation in every mobile project to inform iterative development and ensure quality.

10. Every mobile project or product must include a commercial or other plan for its sustainability and maintenance.
Metrics of Success

*We will measure our progress and success by mobile’s impact on the:*

1. **Accessibility,**
2. **Quality,**
3. **Relevance,**
4. **Sustainability** and
5. **Accountability** of the Institution.

What is mobile?
Mobile is social media
If we don’t want our mobile products to fall on deaf ears…

We need to think outside the audiotour box

“From we do the talking to we help you do the talking.”

– Chris Anderson, Wired, Smithsonian 2.0 Conference, 24 Jan 2009
http://smithsonian20.si.edu/schedule_webcast2.html
The Multiplatform Organization

Museum

The Multiplatform Organization

Museum
More than multiplatform...

Our Organization is a Distributed Network

Edward Hoover, 2010, from Flickr.
SI Mobile Projects to Date

http://si.edu/mobile

More about Mobile

- http://smithsonian-webstrategy.wikispaces.com/Mobile
- http://wiki.museummobile.info/
- http://tatehandheldconference.pbworks.com

#mtogo
#SImobile

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