Introduction

Digital Works is our programme of events which brings people from across the arts, cultural, heritage and creative sectors to share best practice around digital. We hear stories of success, lessons learned from failure and discuss and debate new and emerging techniques, services and products.

We held Digital Works #4 at the Bridge Theatre in December 2017.

Speakers from the Royal Albert Hall, Barbican Centre, English National Opera and Shakespeare's Globe covered 'getting stuff done'.

Each of the speakers kindly agreed to answer additional questions after the event.

This document includes the answers from the Barbican Centre's Head of Business Systems and Data, Nicholas Triantafyllou.

Questions are in bold and Nicholas's response follows each.

Find out more about Digital Works here: substrakt.com/digital-works

Nicholas Triantafyllou, Barbican

How many and which roles of the agency were based at the Barbican during the project?

We had two developers based at the Barbican for between 3 to 4 days a week - the agency would then come in with their own Project Manager and Senior Technical Architect once a week to attend Spring Planning sessions and demos

What is MOSCOW?

Useful information can be found here - https://www.agilebusiness.org/content/moscow-prioritisation-0

Can there ever be disadvantages to such spread of digital management? Decision-making? Conflicting objectives?

It can only work if there are clear roles and responsibilities and boundaries set which are underpinned by the Digital Strategy. We have regular Digital Steering Group meetings with domain experts from each digital domain and any decisions/conflicts or other issues are raised to that group. Digital objectives are closely linked to our organisational business objectives and technology roadmap.

How do you ensure quality and viability with digital being an integrated part of everything you do?

We do not think that "Digital" is necessarily a product but essentially an extension of what each team is already doing well in other formats. For example marketing and comms use digital technology to communicate with audiences. Digital is the enabling medium for communications and marketing but can not stand on it's own as "digital comms"

You mentioned that the company was already digitally literate (allowing you to do without a digital department) - how did the company get to that point?

Mostly through having a "digital" focus when recruiting for new roles and also through training and mentoring.

What was the most surprising thing you learnt from customer feedback?

That people sometimes do not see things even if they are right in front of them, that you can not be everything for everyone and to only act on feedback if you have a significant cluster of similar issues

Nicholas Triantafyllou, Barbican

Did you use Hotjar to gather the feedback?

We used hotjar and qualaroo for feedback. Hotjar in particular has been an eye opener and made us question our sanity a few times...

Could you share more about the Barbican digital vision and how it was put together across the different teams

It initially developed quite organically and in its early stages was not necessarily as clear as it is now. We got to the point where new people started in key roles and felt that we had to formalise our way of working to provide clarity for the organisation and our board. We have a very horizontal way of working and work quiet collaboratively already so initially each "domain expert" wrote down what we "do" and what we "don't" do and what each domain is and setting the boundaries and where the overlap is.