

Digital content strategy

Louise Cohen

Head of Digital Content, Royal Academy of Arts

@louiseacohen

Digital content strategy IRL

Louise Cohen

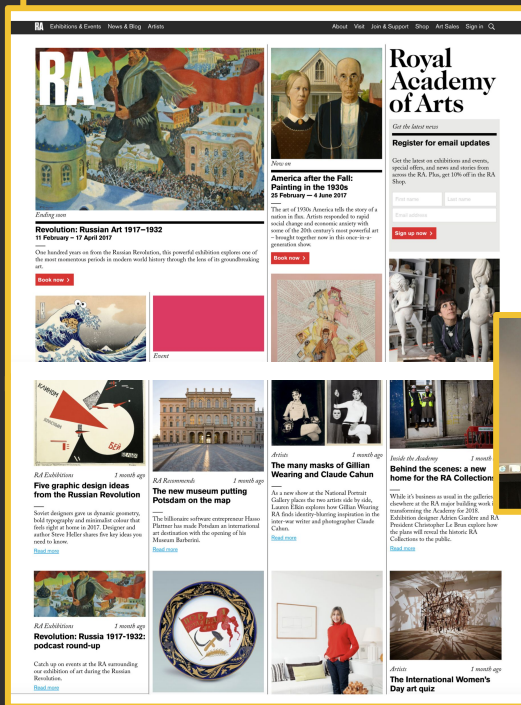
Head of Digital Content, Royal Academy of Arts

@louiseacohen

2014

2016

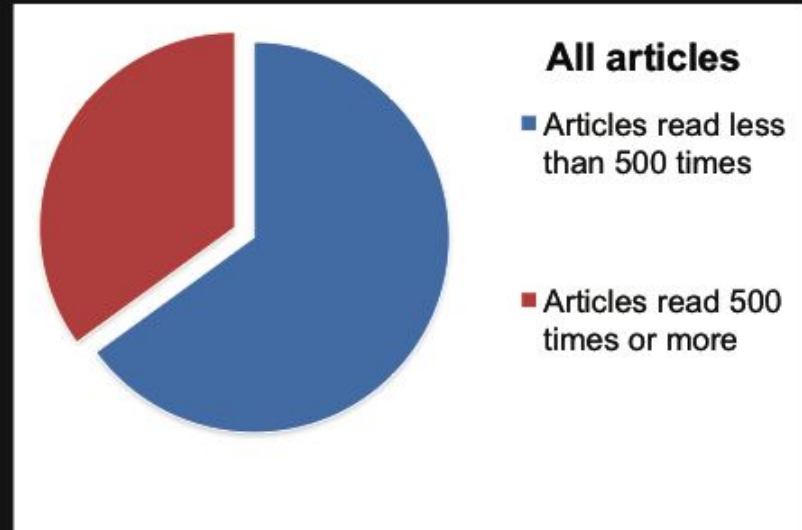
2018



Royal Academy of Arts

RA

We found a lot of our content wasn't being consumed.

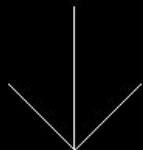


65% of our articles in 2015 had less than 500 views.

Top performers had 70k + views. A small number of articles is doing the work.

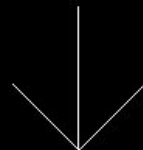
We set out our objectives. What's digital content for?

Grow



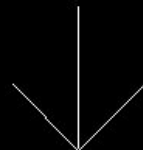
**Bigger
audiences**

Deepen



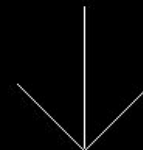
**Audiences
who are more
engaged with
what we do**

Convert



**Audiences
become
customers and
Friends**

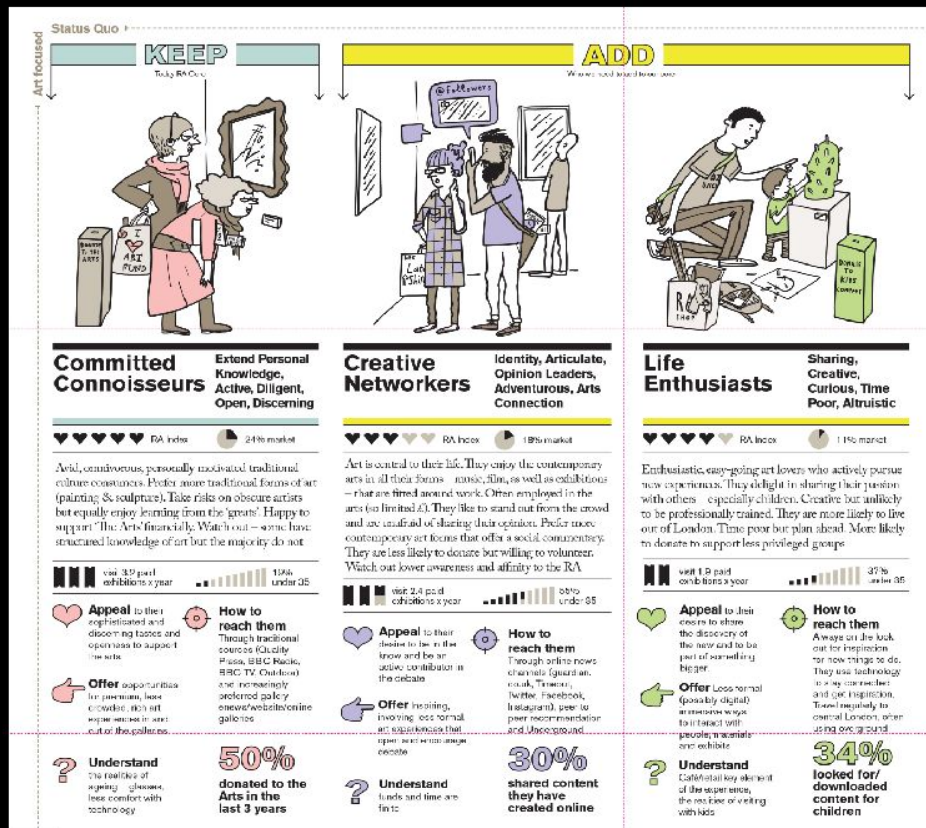
Retain



**Friends,
customers and
audiences
remain engaged
and inspired**

We thought about who we were making content for.

We focused on the RA's target audience segments.



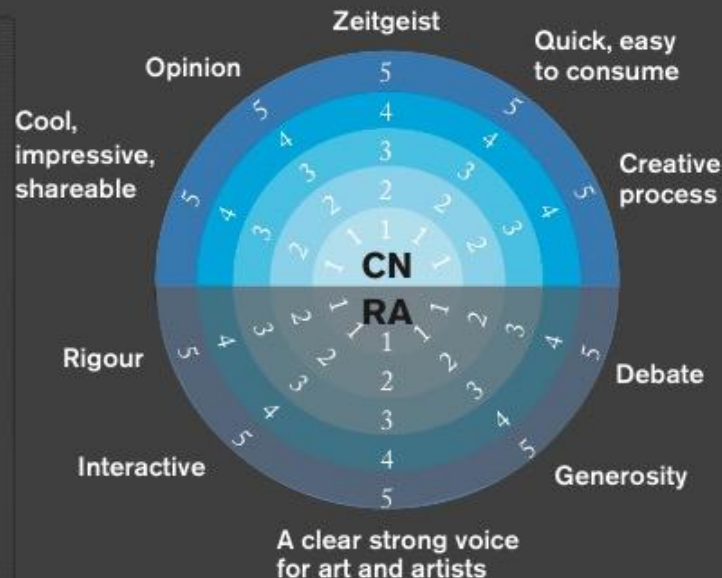
We identified
key needs of
these target
audiences to
help us serve
them better.

Creative Networkers

Mark each aspect on the wheel to check your content's affinity to this audience (5 highest)

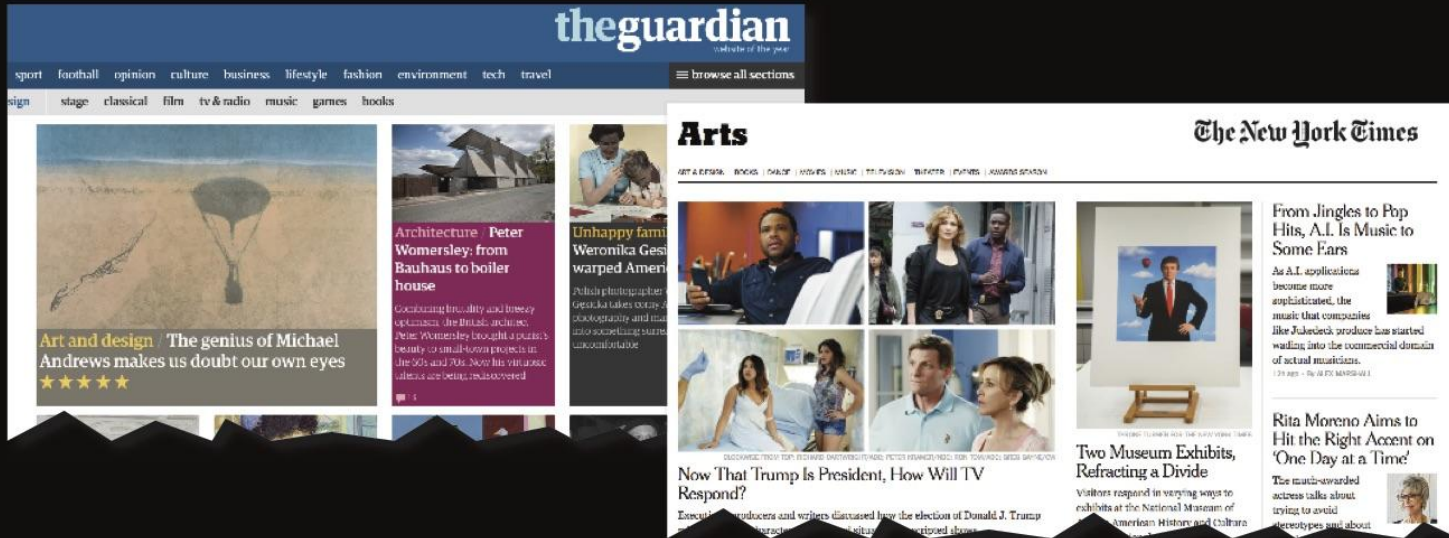
What is a Creative Networker?

- Younger, very art-focused
- Likely work in creative industries
- Desire to be in the know
- Readily shares opinion
- Identity-focused
- Cross-discipline interests
- Prefer more contemporary art forms
- Heavy digital / social media users



They would like... Lena Dunham • Ai Weiwei • Amy Schumer • Caitlin Moran • Nick Cave • Idris Elba

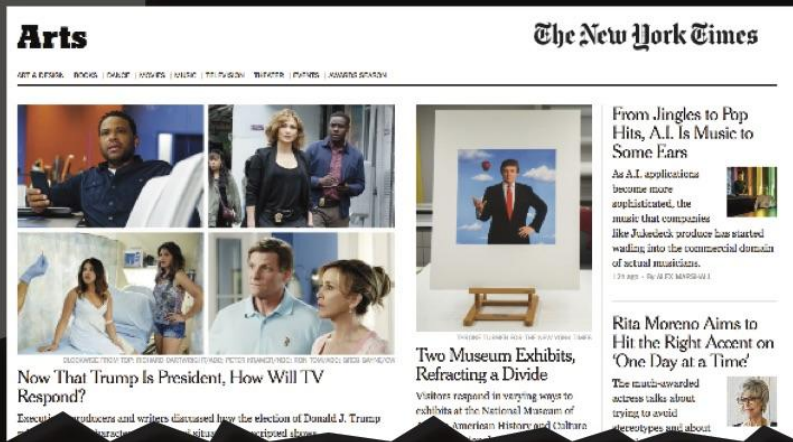
We also borrowed (the good bits) from journalism...



We also borrowed (the good bits) from journalism...

Shifting our approach from
“what we need to say” to:

**How can we
serve our readers?**



We also borrowed (the good bits) from journalism...

Shifting our approach from
“what we need to say” to:

**How can we
serve our readers?**

**Engaging formats that
match audience
habits and interests...**

combined with the rigour and
authority we're renowned for.

A manifesto for digital content

How we meet our goals and serve our audiences

7 principles

- 1 Everything is driven by vision, objectives and values
- 2 We're user-centred
- 3 Everyone is digital
- 4 We don't just market the RA, we are the RA
- 5 We do things well or we don't do them
- 6 We invite interaction
- 7 We look outwards

5 changes

- 1 Fewer things, better
- 2 Articles for audiences
- 3 Hands-on digital
- 4 Collaborative social
- 5 Shared plans and success

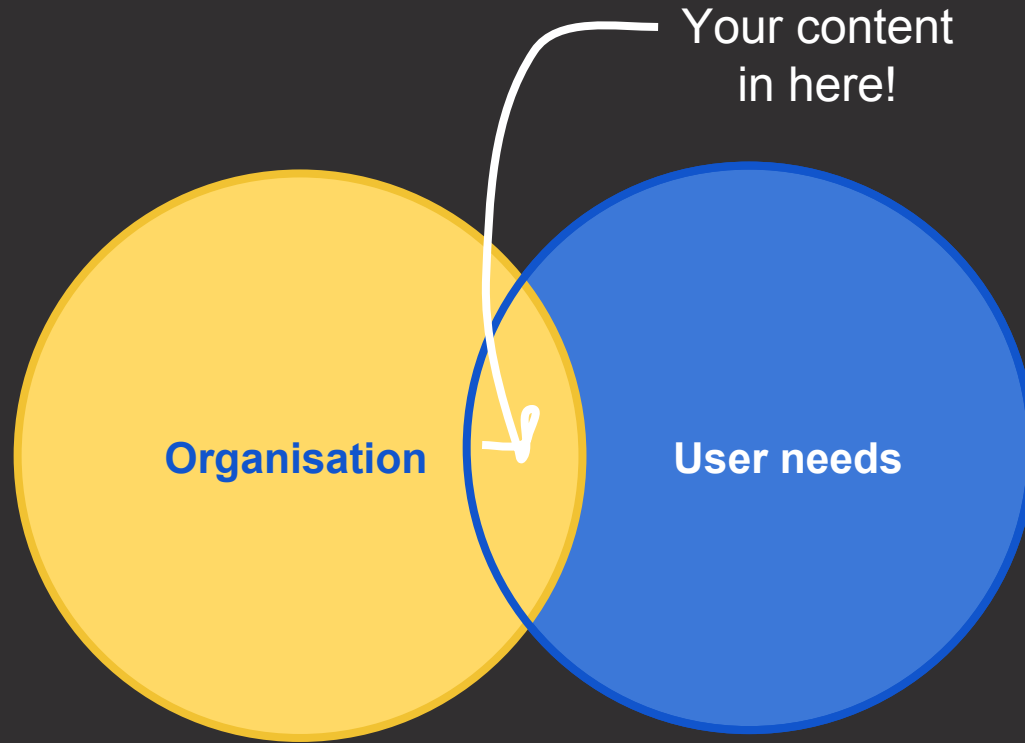
5 principles for digital content

5 principles for digital content

1. Everything is driven by our vision and values.

5 principles for digital content

1. Everything is driven by our vision and values.
2. Decisions and design are user-centred.



5 principles for digital content

1. Everything is driven by our vision and values.
2. Decisions and design are user-centred.

5 principles for digital content

1. Everything is driven by our vision and values.
2. Decisions and design are user-centred.
3. Don't market the brand. Be the brand.

5 principles for digital content

1. Everything is driven by our vision and values.
2. Decisions and design are user-centred.
3. Don't market the brand. Be the brand.
4. Define objectives and success, and share it.

5 principles for digital content

1. Everything is driven by our vision and values.
2. Decisions and design are user-centred.
3. Don't market the brand. Be the brand.
4. Define objectives and success, and share it.
5. Look outwards.



Our Collection

28 days ago

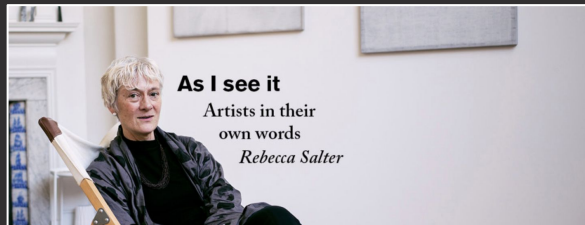
How to read it: Henry Raeburn's Boy and Rabbit

Take a closer look at Henry Raeburn's Boy and Rabbit, an intimate family

Video: Salvador Dalí in 60 seconds



Tim Marlow
RA Artistic Director



As I see it

Artists in their
own words

Rebecca Salter

I've got rather too many ideas and not enough time.

I've decided I'm going to do big drawings in the Keeper's Studio [the Keeper of the RA Schools receives a studio in Burlington House for the duration of their role]. It's partly for technical reasons, so if I've got an hour between meetings I can work on a drawing then go away.

Artists are quick to recognise who is special

generous about it. We all know in our schools and studios who is special. I think we pick them out and we acknowledge that. Rather than say they're much better than I am," you think, "yes, they're really

people get angry about politics,



How to paint in encaustic

"Brutalism is back – but its fetishisation comes at a cost"

By Catherine Slessor

Published 14 June 2017



Post-war concrete architecture is finding its way into magazines, blogs and Instagram feeds – but its commodified comeback is completely at odds with Brutalism's social agenda, argues architectural critic Catherine Slessor.

Post-war concrete architecture, especially the hard-core Brutalist variety, is experiencing a previously unthinkable renaissance. Through Instagram and a stream of glossy coffee table books, the once-reviled concrete of '60s architecture is now on the agenda of more than just architecture critics.

Brutalism's more concrete (no pun intended) fabric and concrete can also. How long before

2016-2018

Views to editorial content ↑ 30%

Social media referrals to the RA website ↑ 77%

Social media following ↑ 38%

#LifeDrawingLive



A life-drawing experience – that comes to you



- Designed for a digital audience: tuition to camera and social media sharing encouraged.



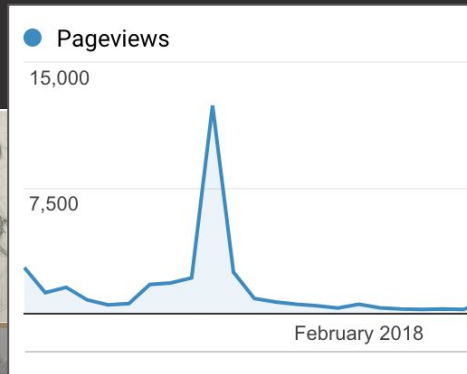
Results

40,000

Total users who watched the class so far

800+

drawings shared on social media



36,000 views to our website – 18k new visitors

Participants from Nigeria, Mexico, Croatia, Australia, the US and more.

85,000 minutes watched across platforms

6 → 92


Ages of the youngest and oldest participants

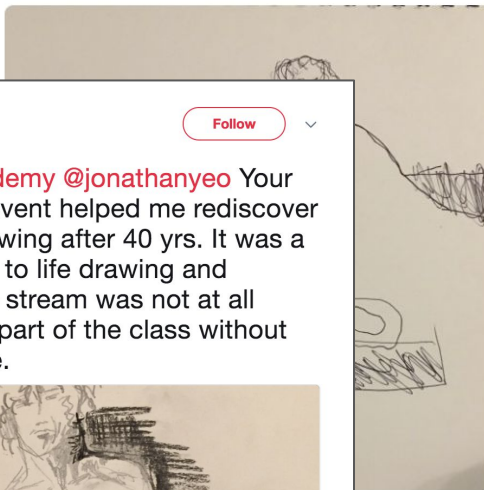


Sarah Pooley

@sarahpooley30

Follow

#LifeDrawingLive my children joining in ages 7&9 




Gill Lacey

@gilllacey

Follow

Thanks @royalacademy @jonathanyeo Your **#LifeDrawingLive** event helped me rediscover my passion for drawing after 40 yrs. It was a gentle introduction to life drawing and because of the live stream was not at all intimidating - I felt part of the class without any of the pressure.



fiprendy 3am wake up so worth it - extraordinary generous global class - thanks  phenomenal model . What a dream ... did this happen ? Cheerio from Fremantle , Western Australia

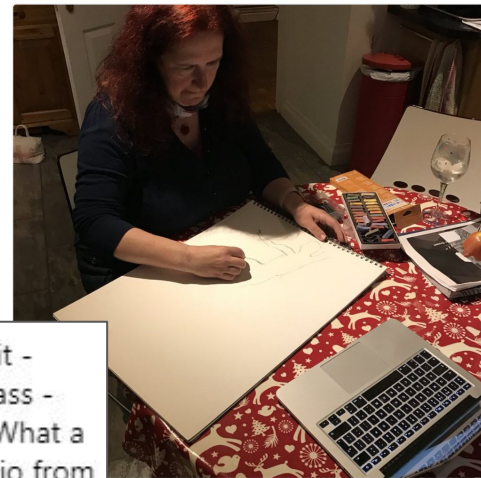


CHARRON PUGSLEY-HILL

@CHARRONPUGSLEYH

Follow

@royalacademy **#LifeDrawingLive** focusing. First time life drawing. Thank you.



#LifeDrawingLive

- ✓ Driven by our vision and values
- ✓ Decisions and design are user-centred
- ✓ Don't market the brand, be the brand
- ✓ Defined objectives and success
- ✓ Outward-looking



But...

**Content
strategy in
real life...**

**Immediate commercial pressures
often trump organisational values.**

**Content
strategy in
real life...**

**Immediate commercial pressures
often trump organisational values.**

**Showing you're helping becomes
more pressing than getting results.**

Content strategy in real life...

**Immediate commercial pressures
often trump organisational values.**

**Showing you're helping becomes
more pressing than getting results.**

**Some stakeholders shout louder
than others...**

Content strategy in real life...

**Immediate commercial pressures
often trump organisational values.**

**Showing you're helping becomes
more pressing than getting results.**

**Some stakeholders shout louder
than others...**

“Oh, let's just do it this once...”

Learnings and ideas for the journey...

1. Actually halt production and step back. Repeat.

What are you doing that has high or low impact? What's eating your time? Stop and review this periodically.

2. Keep your audiences and objectives in the room.

Print them out! Point at them! Don't let them get away.

3. Bring data to your meetings.

It's driving the decisions, so make it the bearer of news.

4. People leave, people forget. Renew your buy-in.

Investing stakeholders, and your own team, in your strategy is critical – and it's not a one-time thing.

Do it for the user!

Stay close to the data.

Thank you! Questions?