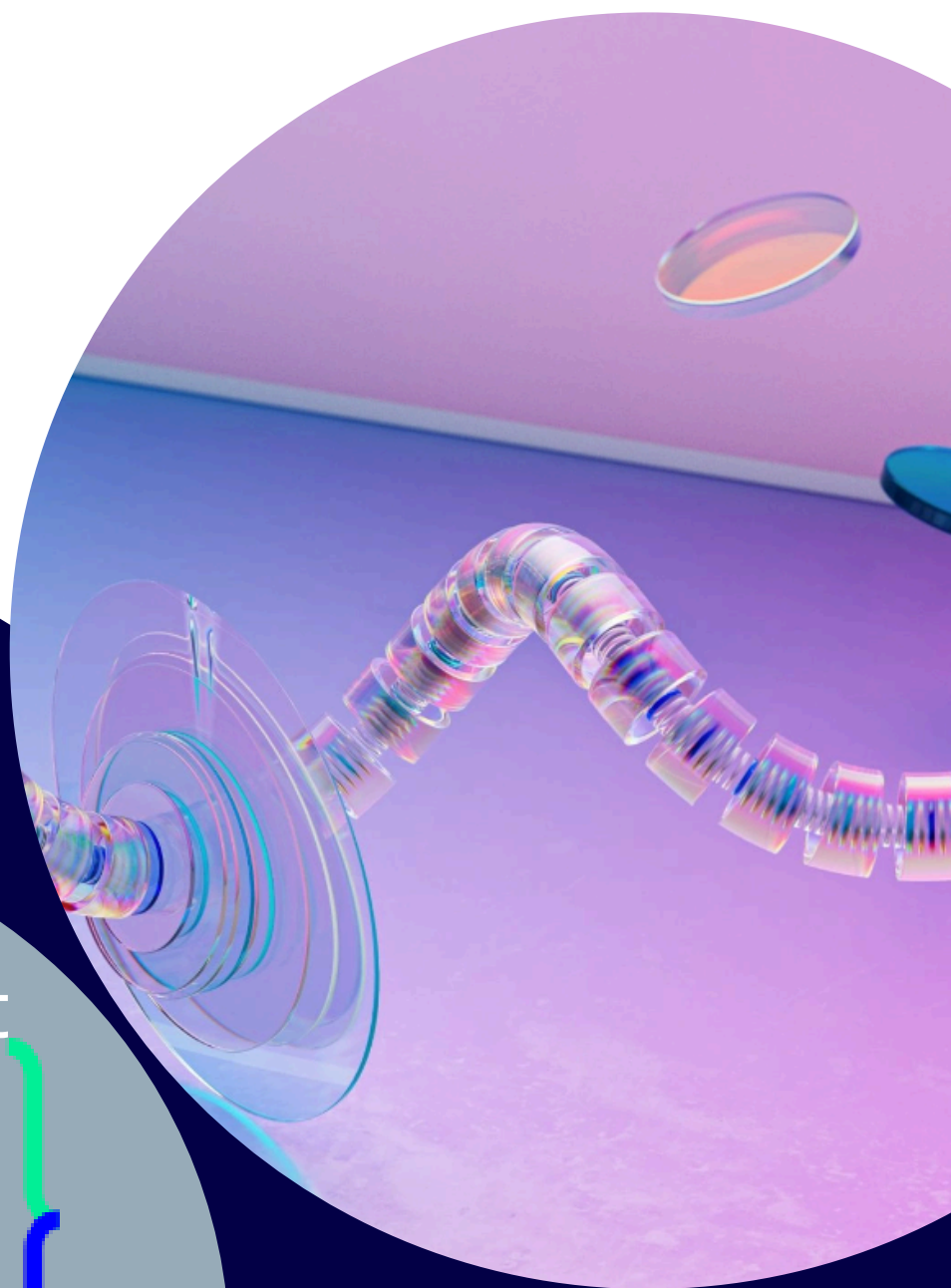


From Knowledge to Change

– The Impact of Workshops on Digital Transformation in the Cultural Sector

Impact Report
for CULTUUR
LOKET
DIGITALL



Acknowledgements

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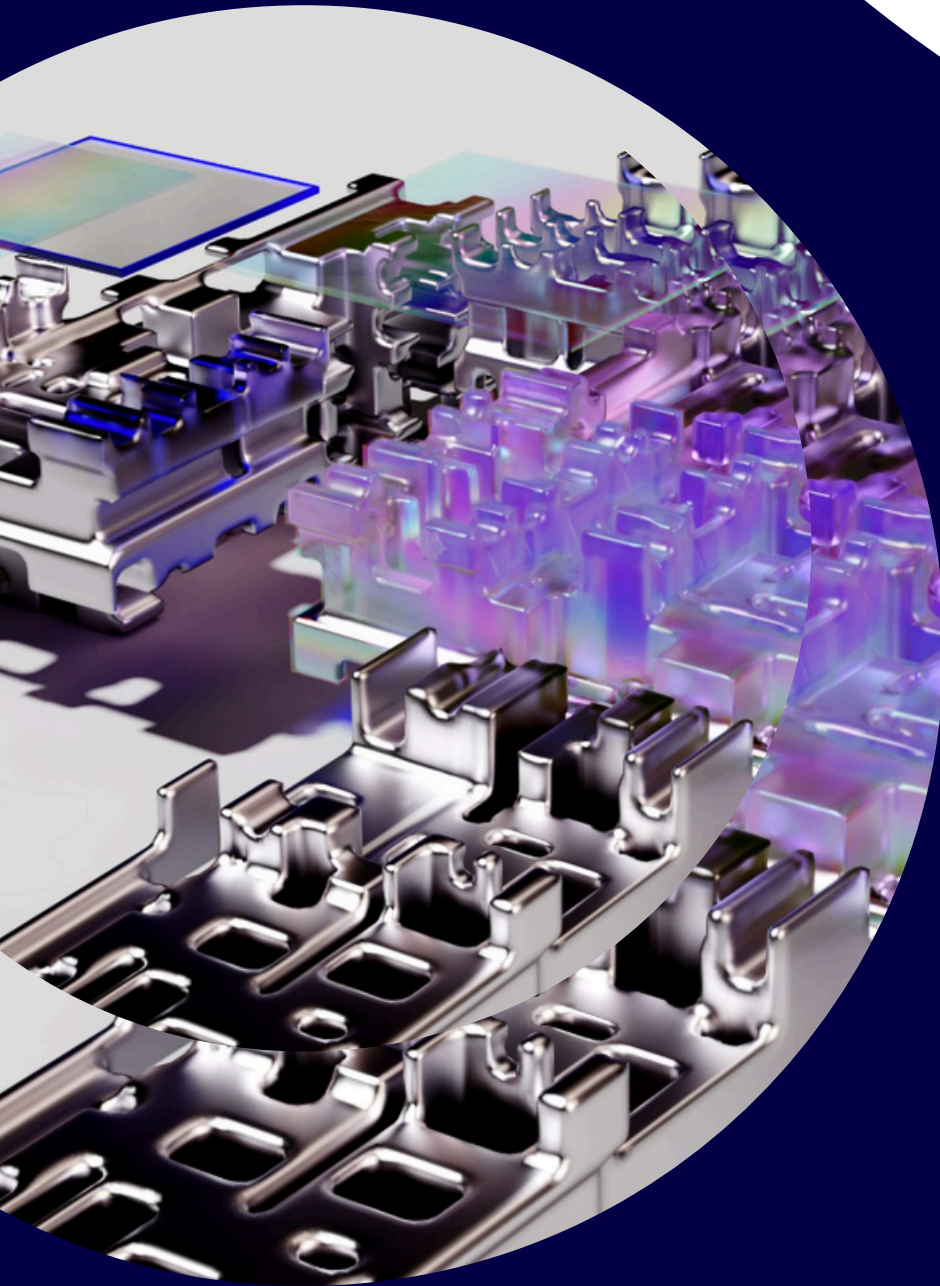
Prepared For

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CC4123 - Assessing the Impact
Ellen Loots, Marjelle Oosterling-Vermeulen
April 2025

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1. Executive Summary

About the Initiative

Cultuurloket DigitALL is a Netherlands-based foundation supporting cultural institutions in the digital upscaling of their audience outreach. By combining financial support, tailored advice, and workshop-based training, offered in collaboration with external stakeholders, the foundation strengthens digital expertise and fosters long-term capacity growth processes within cultural institutions.

Method

The research is based on a quantitative survey of cultural institutions that have participated in Cultuurloket DigitALL's workshop programs. The survey collected responses from both workshop participants and other staff to capture a broader view of expertise development and institutional learning.

Outlook & Societal Relevance

The findings confirm the strength of Cultuurloket DigitALL's hybrid approach. To achieve lasting impact, however, broader institutional engagement, strategic follow-through, and continuous support are essential.

As cultural institutions face increasing demands to be both digitally competent and socially engaged, targeted capacity building becomes critical for long-term agility, innovation, and relevance.

Purpose of the Study

This impact study, conducted in collaboration with master students from Erasmus University Rotterdam, explores how cultural organizations that participated in Cultuurloket DigitALL workshops develop and apply digital knowledge. It focuses on the relationship between individual learning, knowledge transfer, and the institutional conditions that enable or hinder sustainable learning and structural change.

Key Findings

- Strong individual learning: Participants report high confidence and openness toward digital tools.
- Limited organizational uptake: Workshop learnings are inconsistently applied across institutions.
- Leadership and resources matter: Implementation is stronger where leadership support and resources are present.
- Strategic gaps: A lack of clear digital strategy remains a major barrier.
- Fragmented structures: Innovation is welcomed, but systems for upskilling and collaboration are underdeveloped.

2. Introduction

-Social impact measurement in the cultural and creative sector

Over the past decade, cultural and creative organizations have become increasingly engaged with questions of societal value. Whereas artistic work was once evaluated primarily on aesthetic or expressive merit, today's cultural institutions are expected to align with broader societal developments, including inclusion, wellbeing, sustainability, digital innovation, and civic engagement. This shift reflects wider changes in policy and funding landscapes, where both public and private stakeholders increasingly require evidence of impact rather than mere intention. In this context, Social Impact Measurement [SIM] has gained growing importance across the sector.

For organizations such as Cultuurloket DigitALL [CD], which aim to foster long-term digital capacity growth and cultural institutional resilience, SIM offers a valuable lens for understanding and improving the effectiveness of their programs and their contribution to meaningful change in the broader sector.

2.1 Background and Context

Cultural organizations are increasingly positioning themselves as active agents of social transformation. In response to global challenges such as technological disruption, demographic shifts, public health crises, and social inequality, many institutions have redefined their missions to include goals such as community empowerment, digital accessibility, and innovation in public engagement (MAPSI, 2016; Loots & Vermeulen, 2022). In the Netherlands, the COVID-19 pandemic further accelerated digitalization processes within the cultural field. While this shift revealed new opportunities, it also exposed structural weaknesses in audience engagement strategies. CD was founded in response to these developments, with a clear ambition to strengthen digital expertise and adaptability across the sector. Its mission directly addresses these societal and sectoral challenges.

2.2 The Role of Social Impact Measurement for cultural fields

SIM provides cultural organizations with a structured approach to assess an initiatives effectiveness, communicate value to stakeholders, and refine strategic planning. This is especially relevant for hybrid organizations such as CD, which combine financing and service offers with sector-wide strategic objectives.

Benefits of SIM include:

- Strategic clarity: It enables organizations to articulate how activities contribute to short- and long-term outcomes.
- Funding legitimacy: Demonstrating measurable outcomes is increasingly required by funders.
- Public accountability: Transparent reporting supports credibility and public trust.
- Internal learning: SIM encourages ongoing organizational self-reflection and improvement.

At the same time, conducting SIM in the cultural sector presents several challenges. A primary issue is measuring the intangible aspects of cultural experiences, which often have emotional, cognitive, or symbolic impacts that are difficult to quantify (Belfiore & Bennett, 2007). These elements are central to the value of cultural activities but resist straightforward measurement. Another concern is the risk of instrumentalization, where focusing too heavily on measurable outcomes may compromise artistic integrity and discourage innovation (Azmat et al., 2017). Additionally, effective SIM requires significant resources, including time, expertise, and financial investment, which can be a barrier for smaller organizations. To address these tensions, scholars and practitioners advocate for mixed-method, theory-informed, and participatory approaches that combine quantitative indicators with qualitative insights (MAPSI, 2016).

2.3 A Mission-Aligned Approach to Value Creation

As cultural organizations operate within increasingly hybrid business environments, they must balance artistic, social, and financial imperatives. SIM thereof is part of a broader shift towards mission-aligned business models, in which measures for success are not solely defined in economic terms but can also include audience engagement, sectoral development, and knowledge exchange. CD exemplifies this integrated approach. Through a combination of financial support, advisory services, and workshops, it functions both as a donor and a capacity-builder. Measuring the impact of these services is essential not only for demonstrating effectiveness but also for informing strategic decisions regarding future program design, sectoral needs, and long-term investment. .

2.4 Scope of This Report

An earlier impact assessment (August 2024 – January 2025) evaluated the broader range of CD's institutional support, assessing the effectiveness of their donation and knowledge-sharing activities. That assessment identified positive outcomes across CD's four impact goals, while also pointing to the need to deepen insights into the impact of its knowledge programs within participating institutions. This impact study therefore builds upon that foundation by focusing on a specific component of CD's portfolio: its workshop offer , developed in collaboration with ArtUp and DEN . These workshops are designed to strengthen digital expertise and foster long-term capacity growth processes within cultural institutions.

2.5 Research Focus and Methodology

This study therefore taps into a key challenge within the field: How can cultural organizations effectively measure and understand the impact of learning-based interventions in complex, creative contexts? Drawing on concepts such as organizational learning, and digital transformation, this research explores the role of training programs not only in enhancing individual skills but also in supporting institutional development over time.

Together with CD the following Impact Question was developed:

“What is the impact of Cultuurloket DigitALL's workshop offer in collaboration with ArtUp and DEN on the development of expertise and capacity building within the cultural institutions that have participated?”

To explore this question, a survey-based impact assessment was carried out, using a Theory of Change [ToC] framework as its guide, as promoted by the Erasmus Impact Center. This report will outline and interpret the developed ToC, describe the research design, present the findings, and offer a discussion along with conclusions and recommendations. Ultimately, it aims to assist CD in further improving its programs and enhance its impact within the cultural sector.



3. About Cultuurloket DigitALL

In rapidly evolving digital environments, cultural organizations are increasingly challenged to adapt and innovate their processes to remain relevant and accessible to their audiences. CultuurLoket DigitALL (CD) is a Netherlands-based foundation, supporting cultural institutions throughout the Netherlands and the Caribbean part of the Kingdom in the digital transformation of their audience outreach. Facilitated through a mix of private and public partners, and in collaboration with the Dutch Ministry of Culture, Education, and Science, CD aims to empower cultural institutions by providing financial donations (with a budget of 4 Mio. in 2024), professional expertise, and advice to cultural institutions in their digital transition processes. The foundation operates at the intersection of culture and technology, and supports theatres, music venues, film theatres, festivals, museums, and producers of performing arts in the development and realization of digital programs that enhance audience engagement, accessibility, and sustainability and to become more resilient in the long run.

3.1 The Emergence of CD and Its Strategic Mission

CD was established in 2022, in a context where the cultural sector was under increasing pressure to adopt digital tools and platforms. The COVID-19 pandemic accelerated the digital shift, as many cultural institutions were forced to move their activities online, exposing both the potential and the challenges of digital outreach. CD's mission is to strengthen the relationship between the cultural sector and the public through digital technologies, while making cultural institutions more resilient, agile, and knowledgeable. Therefore CD strives to foster digital confidence and favors projects that aim for a sustainable implementation of digital outreach strategies within the funded institutions. Since 2022 the foundation has supported a total of 129 institutions.

3.2 Capacity Building Through Individualized Support

Considering CD's mission, it becomes clear that the foundation is deeply committed to fostering digital expertise and capacity growth within the cultural sector. Three experts in the foundation's team provide tailored support and advice for institutions throughout their whole digital journey, from the initial concept development and application processes, throughout the project and beyond.

Tanja Zijderwijk, program manager and project advisor at CD, who was interviewed in the course of this research, emphasized the importance of increased audience involvement, confidence in collaboration with technical partners, and realistic project planning as key components for the successful and sustainable implementation of digital outreach tools or strategies. Acknowledging these factors, the foundation not only helps institutions to realize their short-term project goals but also wants to equip them with the skills and knowledge necessary to internalize learnings from these projects in the long run.

3.3 Collaborative Knowledge Transfer as a Business Model

CD's business model is built on collaboration and knowledge sharing. Rather than imposing a one-fits-all approach, the foundation, in close communication with the funded institutions, develops unique processes, which are tailored to the project needs. This collaborative approach is also reflected in the workshop portfolio the foundation offers, which this report aims to assess. Instead of developing trainings themselves, they have partnered up with ArtUp and DEN to create knowledge transfer opportunities for the supported organizations. The three consultants at CD, based on their conversation with the funded institutions, critically evaluate and assess the individual institution's expertise, and can recommend one or both workshops, to ensure the professional realization of the funded projects.

Focus: The ArtUp and DEN Workshops

While the foundation offers three workshops in total, the following assessment will focus on the assessment of two of them, the ArtUp workshop and DEN's "Digital Strategy & Innovation Leadership Program":

ArtUp is a 5-month, hands-on offer for project leaders, where they gain step-by-step knowledge on how to successfully plan and navigate digital outreach projects. The workshop, which lays a specific focus on the necessity of public involvement for a sustainable digitalization of audience outreach offers, has been jointly designed between ArtUp and CD, and is, therefore, able to consider learnings from previously funded projects. So far a total of 36 institutions have participated.

DEN's 'Digital Strategy & Innovation Leadership Program' is a three-day workshop, catered towards participants in management positions. While the ArtUp program offers project-specific, hands-on knowledge to individuals, the DEN workshop, which is designed and run independently from CD, offers broader strategic methods to foster digital transition processes in cultural institutions and enable sustainable capacity growth.

Focus questions here are how to develop the best suitable digital strategies, how to assess employees' capacities and expertise or enhance their learning opportunities where needed, and how to manage resource allocation. So far a total of 24 institutions supported by CD have participated in this program, of which seven have also participated in the ArtUp workshop. For a visualization of the proportion of participating institutions throughout the years, also see Figure 1.

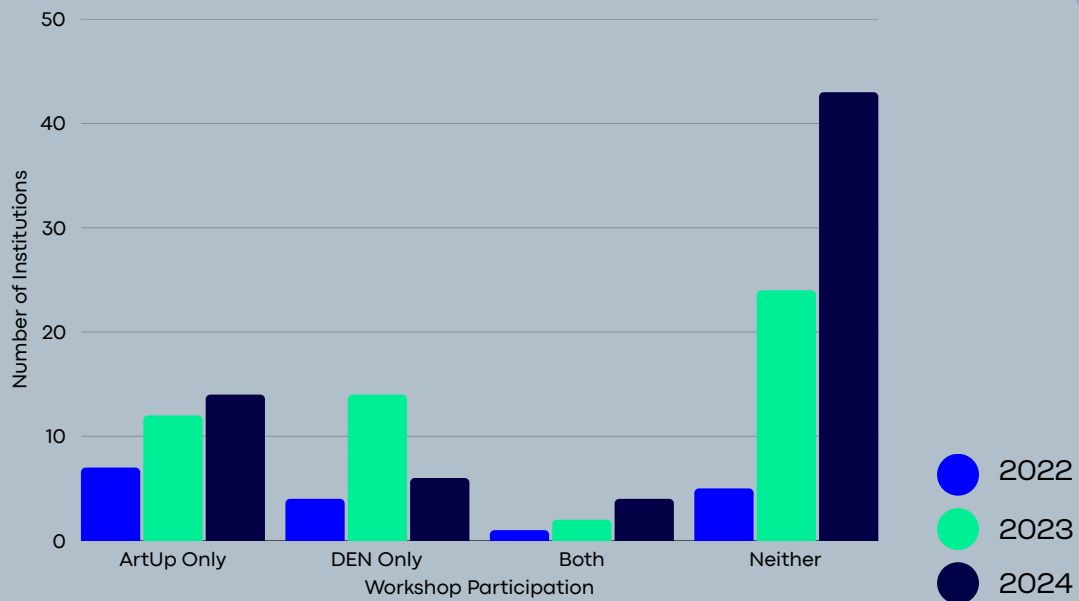


Figure 1: Participation of supported institutions in ArtUp and DEN workshops (2022–2024).

In conclusion, CD with its portfolio offer, has established itself as a vital resource for cultural institutions navigating the complexities of digitalization processes. Its mission to empower institutions through donations, and tailored guidance, and its aim to foster expertise and capacity growth aligns with broader calls for more adaptivity and creativity in cultural organizations. By fostering digital confidence, expertise, and long-term thinking, CD not only supports individual projects but also aims to increase the resilience and digital expertise of the Dutch cultural sector.

Based on CD's mission and ambition and with a dedicated focus on the workshop offer described above, this report will further explore the following impact question:

“What is the impact of CultuurLoket DigitALL workshop offer in collaboration with ArtUp or DEN on the development of ‘expertise’ and ‘capacity building’ within the cultural institutions that have participated?”

To answer this question, the following chapter will take a closer look at the organization's Theory of Change. This framework serves to systematically examine the intended mechanisms, objectives, and long-term transformation processes that CultuurLoket DigitALL aims to initiate within the supported institutions.



4.Theory of Change

Organizations—particularly in the social and cultural domains—are increasingly held accountable for their environmental and societal impact. This has led to a hybridization of markets in which a variety of organizations increasingly seek to assess and measure their societal impact (Ebrahim et al., 2014). While linear cause-effect relations, as commonly assumed through static performance metrics or when using tools like the “Logic Model” to assess an organization’s impact, fail to capture the multi-layeredness and interrelatedness of activities and their impact in complex systems (Ebrahim et al., 2019), contemporary impact studies as promoted through the **Erasmus Impact Center** opt for more qualitative or mixed method approaches for impact measurements and highlight the potentials of the Theory of Change [ToC] framework in this context (Loots & Vermeulen, 2022).

The ToC is a cause-effect model and strategic management tool used to illustrate and evaluate an initiative’s pathways of change. It visualizes the process of change-making and the complex cause-effect relations of an organization’s activities, with its intended outcomes and its ultimate impact, while embedding these developments in an ecosystem of external pressures such as environmental factors and stakeholder interests. Grounded in an organization’s mission, the model can help to define more realistic impact goals and define concrete steps to achieve these. In contrast to more result-focused performance measures, a ToC can highlight the processual complexity and the uncertainty of control in cause-effect relations, which can help to better manage mid-process developments and the effectiveness of an initiative (Ebrahim, 2019; Loots & Vermeulen, 2022). Therefore, a ToC can be used not only to assess whether organizations are doing the right thing but can also inform strategic decision- and change-making processes. This processual approach can offer organizations self-reflective and sustainable learnings and gains them strategic agency over their impact mission and activities beyond compliance (Vermeulen & Maas, 2021).

Therefore, this section will first introduce the key components of a ToC to further on establish our hypotheses on if and how CultuurLoket DigitALL’s [CD] workshop [WS] offer impacts the **expertise** and **capacity growth** within the participating cultural institutions.

4.1 Theory of Change – Key elements & factors

As mentioned the grounding principle of every ToC is an organization's impact mission. Based on that, the model develops "what-if" hypotheses (Ebrahim, 2019) for causal links between five key components: Inputs, i.e. human, material, and financial resources that are required to carry out activities, like specific initiatives, projects or processes. These activities generate particular, quantifiable output, which results in direct, intermediate, and ultimate outcomes with potential additional environmental externalities – societal impact. The aim is to break down the complex relations assumed in plausible, feasible, and testable components (Connell & Kubisch, 1998).

There are two main realms of interest when considering the pathways and causalities of change-making processes: internal organizational factors, like a firm's strategy, value proposition, or mission, and external factors, as well as its socioeconomic and political ecosystem involving diverse stakeholders. An organization's operational strategy strongly shapes the logical pathways possible within a ToC; the value proposition and impact mission define not only its activities but also its causal links to outputs and key outcomes. Next to that, internal stakeholders, such as employees or managers, and their attitudes or resources available to realize an initiative can greatly influence the pathway development.

At the same time, the diverse interests and influences of external stakeholders, such as competitors, beneficiaries, policymakers, or the public, the "multiple responsibilities" of an organization (Ebrahim, 2019, p. 4), can determine its priorities or set limitations for activities and their outcomes. Since organizational structures, missions, internal culture, and environments vary greatly, a ToC's logical pathways and reasoning also differs significantly, and can transform within the same organization over time (Loots & Vermeulen, 2024).

4.2 Cultuurloket DigitALL's Theory of Change

In the following, we will describe and interpret the ToC developed for CD's WS offer, its assumed pathways, interdependencies, and implications (see. Figure 2). Based on theoretical literature from organizational and management studies on organizational learning, 'expertise' and 'capacity growth' are conceptualized, which has informed the causal relations and challenges established for the outcome developments as well as the assessment method and report findings.

CD, as a public-private foundation, primarily focuses on donation activities. To better align with its mission and foster more sustainable digitalization processes rather than short-term projects, CD has complemented its financial support with tailored advisory services and WS opportunities for fundees. The in-house advisors provide ongoing guidance throughout the entire process and, based on the individual project needs and an institution's previous experience, may recommend participation in one or more workshops provided in collaboration with ArtUp and DEN.

Theory of Change

The necessity for digital transitions of cultural institutions operations—the central aspect of CD's broader mission—has in recent years been increasingly recognized by both private and public funding institutions, prompting the development of digital transformation programs for the cultural sector, such as DEN and ArtUp. But as the interests of funding partners can significantly incentivize ambitions and activities in a sector, they can also limit them. Consequently, shifts in cultural policy priorities or reductions in public or private financing support for CD or its collaborators present a significant threat to their current activities.

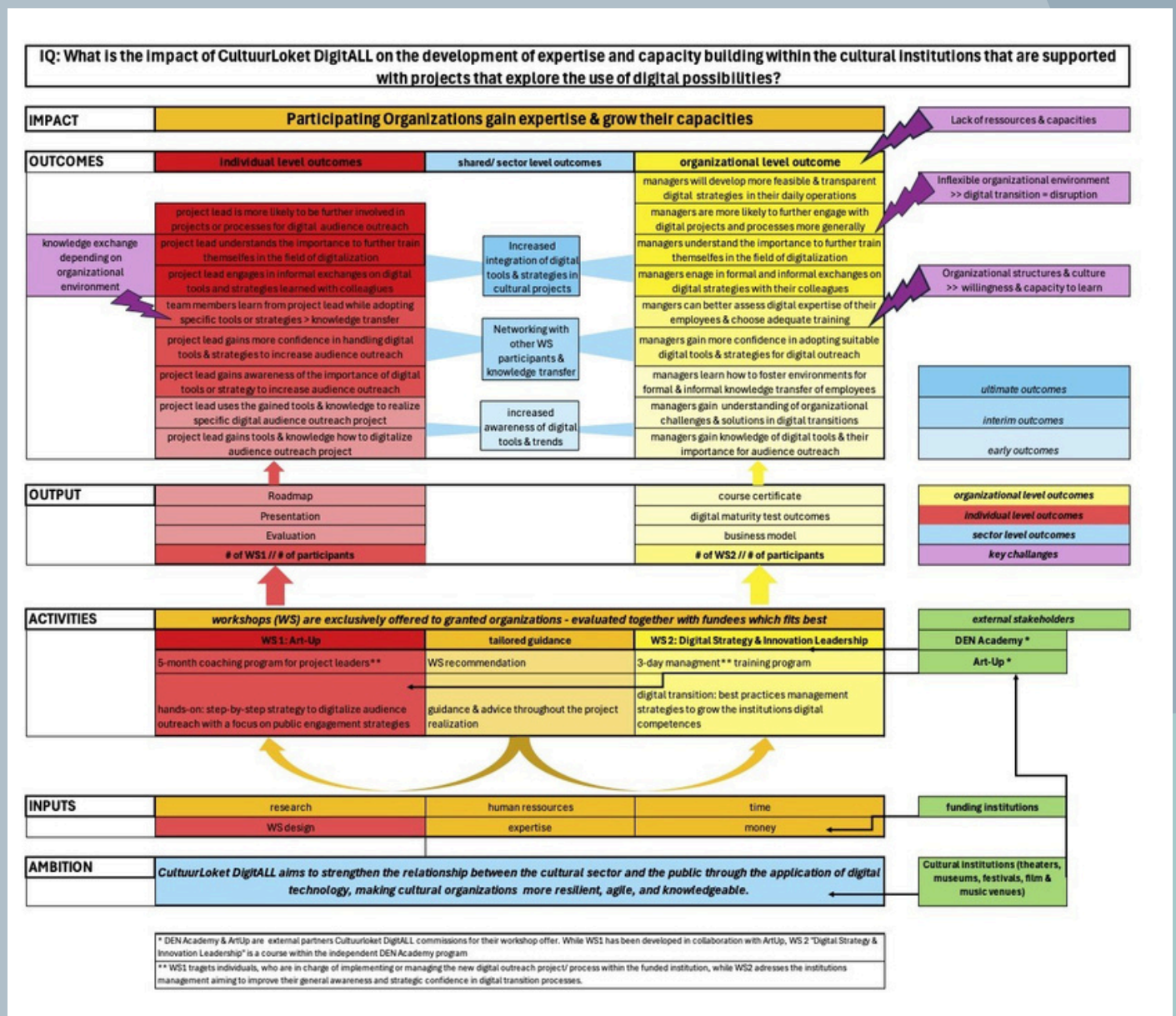


Figure 2: Theory of Change - Cultuurloket DigitALL.

4.3 Two Pathways of Expertise Growth

With the design, target group, and output of the two WS strongly differing, there is good reason to establish two different pathways for the early interim and ultimate outcomes assumed in the ToC. While WS1 (ArtUp) offers project leaders hands-on tools and advice for the realization of the specific project funded by CD, WS2 (DEN) specifically addresses managers of cultural institutions to foster digital transitions more broadly. As illustrated in the progressive outcomes WS1 ultimate outcomes remain on an individual level, while WS2, targeting the managers of institutions, can be expected to have an impact on an organizational level. It can be assumed that not only do managers increase their knowledge and confidence but that this can also influence their employee decisions and impact the organization's general attitude and future strategic decisions.

Therefore, the ToC pathways established for CD suggest that their WS offer could indeed enhance expertise at both the **individual** and **organizational levels**. Additionally, the ToC also indicates that WS participation may contribute to **sector level** outcomes, such as increased awareness and adoption of digital tools and strategies, as well as enhanced networking and knowledge exchange among participants and institutions. As the number of workshops grows, and depending on the power of the participating institutions within the sector, these effects may contribute to CD's broader impact goals—namely, strengthening the sector's resilience and improving the agility of cultural institutions to ensure they are future-proof.

4.4 Transforming Knowledge into Capacities

However, while increased knowledge and expertise of project leads and managers, can be reflected and measured in greater confidence and positive attitudes, translating these learnings into innovative and sustainable processes is more complex. Especially the integration of new technologies and innovative processes is often associated with additional structural and procedural hurdles. First and most prominently covered in organizational theory and entrepreneurship studies is that structural transformations and innovative processes are not easily implemented in highly institutionalized organizations since they are typically linked with efficiency losses (Baumol, 1990). And even if we do not consider cultural institutions as solely following an efficiency rationale, they do face and adopt rigid rational administration processes (DiMaggio & Powell, 1983), which can limit budget, processual, and overall resource flexibility and therefore, an organization's ability to sustainably implement learnings or new processes – grow their capacities, even if organizational long-term benefits can be expected.

Theory of Change

Institutional adaptability and innovative potential are not only constrained by structural factors but also by the attitudes and openness of managers and employees toward new knowledge and innovative processes. The adoption of new technologies, in particular, often requires ongoing training for both employees and management and, therefore not only organizational but also personal investment. The extent to which transformation processes can be embraced depends on the internal culture and work environment fostered by an organization's leadership. Such transitions may trigger resistance or insecurity among employees or teams, affecting the extent to which knowledge can be effectively transferred and institutionalized—not only within individual organizations but also in the broader sector. Brown & Duguid (2001) highlight two major strains in the scientific literature on organizational knowledge, one that is concerned rather with the **stickiness** of knowledge discussing challenges of moving knowledge inside the organization, while the other highlights the tendency of knowledge **leaking**, the risk of knowledgeable employees leaving or losing it to competitors. This supports the assumption that the question of capacity growth is not only a question of individual expertise but about strategic management to foster an environment where knowledge can be fostered, transferred, and institutionalized within an organization.

While managers participating in WS2 might potentially gain more awareness of the challenging factors and the resources necessary to manage digital transitions, the impact of project leads participating in WS1 on broader operational structures or resource allocation in institutionalized structures is limited. Their further involvement in knowledge transfer, process transformations, and resource allocation will strongly depend on the institution's **learning ability**, **structural flexibility**, and **overall organizational culture**. Crossan, Lane, and White in their 1999 paper, have developed the '**4I framework**' to explain how individual insights, tactic knowledge, is interpreted and transformed on a group level to shared knowledge, which results in coordinated action and alignment within teams before it can be fully institutionalized within an organization. A framework that is particularly useful to assess to what extend cultural institutions effectively internalize and sustain the expertise gained from the WSs and that further will guide the analytical findings.

Ultimately, an institution's ability to integrate new knowledge and implement innovative processes is shaped not only by its internal cultures but also by broader sectoral environments and the level of support from public and private stakeholders. While CD's financial support, tailored guidance, and WS offerings play a crucial role in fostering expertise, their impact on capacity growth depends on whether institutions are able to translate individual learning into sustainable operational adaptations. The ToC developed provides a structured hypothesis on the causal logic forming the outcomes expected, but its assumptions will require empirical verification. Therefore, the following section outlines the measurement framework designed to assess whether and to what extent institutions are able to transform individual into sustainable organizational knowledge and grow their capacities accordingly.



5. Measurement Plan

5.1 Methodological Approach

This research project aimed to assess the impact of Cultuurloket DigitALL's [CD] workshop offer—developed in collaboration with ArtUp and DEN—on the development of digital expertise and organizational capacity in the Dutch cultural sector. The research approach was fully survey-based, grounded in a Theory of Change [ToC] framework, and informed by established literature on organizational learning, digital capacity building, and institutional transformation (Crossan et al., 1999; Nonaka & Takeuchi, 1995; OECD, 2022). The methodology was structured to reflect three key levels of analysis:

- Individual-level digital expertise and learning
- Team-level collaboration and internal knowledge sharing
- Organizational capacity and strategic integration of digital strategies

The design ensured that both personal experiences and institutional processes were captured in alignment with the Theory of Change.

5.2 Survey-Based Research Design

The decision to implement a survey-based approach allowed for broad participation across multiple institutions. The survey was structured to reflect both operational and strategic perspectives by including two complementary sections: one aimed at employees, and one specifically designed for management-level respondents. This structure enabled the research team to gather insights from a wide variety of cultural institutions that had participated in CD's workshops, supporting both sector-wide comparability and internal differentiation between roles and responsibilities.

5.3 Strengths and Relevance of the Method

The chosen methodology provided several strengths:

- Broad and diverse participation, enhancing generalizability across institutions
- Clear theoretical alignment with the pathways outlined in the Theory of Change
- Feasibility within the project's academic timeline, without compromising on relevance or analytical clarity

The structured, survey-based format enabled the identification of trends across organizational types and levels of digital maturity. The resulting dataset offers actionable insights into both individual learning and the conditions that support or hinder organizational transformation.

5.4 Survey Structure and Key Themes

The survey was composed of five thematic components:

- **General Information:** Role, demographic background, seniority level, and departmental affiliation
- **Digital Confidence & Expertise:** Self-assessment of digital skills, confidence, and knowledge retention
- **Knowledge Sharing & Collaboration:** Peer learning practices, informal knowledge exchange, and team-based digital experimentation
- **Organizational Capacity:** Leadership support, training opportunities, and strategic embedding of digital practices
- **Management Section:** Questions for leadership on resource allocation, strategic priorities, and institutional readiness

A combination of Likert-scale and open-ended questions allowed for both quantitative analysis and contextual insights. Responses were collected anonymously to encourage openness and honesty.

The final survey consisted of 31 questions and was distributed via Google Forms. It was introduced with an explanation of the research goal, confidentiality assurance, and estimated time commitment. The structure reflected three main themes:

1. **General Information**
2. Respondents provided background on their **role, experience level, employment status, and department**. This information allowed the research team to segment responses by professional profile and organizational context.
3. **Capacity Building and Expertise**
4. This section measured **digital confidence, openness to digital collaboration**, and the extent to which individuals felt empowered to apply digital knowledge in their work. Example statements included:
 - “I feel confident engaging in digital projects.”
 - “Employees are encouraged to use new digital tools without fear of failure.”Responses were given on a five-point Likert scale. Participants were also asked to identify challenges in applying digital skills in their daily work via an open-ended question.
5. The **Workshop-Specific Section** was designed for **participants who had attended the ArtUp or DEN workshops**, and focused on the relevance, retention, and application of workshop content.

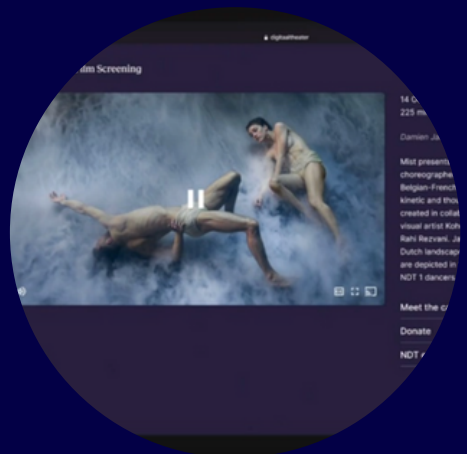
Questions addressed:

- Workshop influence on daily operations
- Changes in mindset and confidence
- Leadership support for implementation
- Allocated resources and structural adjustments
- Participants were also asked to suggest what additional support would help them develop digital capacity more sustainably, selecting from options such as “clearer digital strategy” and “more support from leadership.”

The full survey instrument can be found in Appendix A.

5.5 Reflections and Future Methodological Development

The survey approach provided a practical, effective method for gathering insight into both individual learning and organizational development. The alignment with the Theory of Change allowed for focused, comparative analysis across roles and institutions. While future research could benefit from qualitative additions—such as interviews or longitudinal tracking—this method proved valuable in capturing a broad range of experiences and generating recommendations directly relevant to CDs mission. The success of this methodology demonstrates that applied impact research, even within limited timeframes, can produce meaningful outcomes when grounded in theory and tailored to the realities of the field.



6. Findings

The survey was completed by 31 respondents in total. Of these, 22 also filled out the section specifically designed for workshop participants. While this section highlights broader patterns and relationships observed in the data, the distributions of individual variables are documented in Appendix B for reference.

6.1 Enablers of Implementation

The highest mean scores in the survey were observed at the individual level, aligning with the first outcome level of the Theory of Change. Respondents reported a high degree of:

Indicator	Mean Score
Confidence to participate in digital projects	3.82
Openness to explore new digital approaches	4.00

1= Strongly Disagree; 5= Strongly Agree

These results suggest that the workshops were effective in building trust and curiosity toward digital approaches among workshop participants, but also for the employees of the organization. In contrast, the implementation of digital strategies at the organizational level reached a moderate mean of 3.55. While this score is generally positive, it is noticeably lower than the individual-level outcomes, indicating that the transfer of knowledge into organizational practice remains partial.

A more detailed analysis of the responses to the question “To what extent has your organization incorporated the digital strategies learned in the Art-Up/ DEN workshops into its daily operations?” (reported on a 1–5 scale from strongly disagree to strongly agree) reveals that the level of implementation of the digital strategy varies systematically when considered in relation to two organizational factors: leadership support and resource availability.

Organizations where leadership actively supports knowledge-sharing and collaboration—particularly by recognizing and rewarding these practices—report a significantly higher average score of 4.14 on the implementation question. In contrast, organizations without such leadership support report an average implementation score of only 2.00.

A similar trend can be observed when examining the same implementation item in relation to resource availability. Organizations that reported no dedicated resources for digital capacity building show a lower average implementation score of 3.33, accompanied by a relatively high standard deviation of 1.21, indicating considerable variation in outcomes. Those with limited resources reached a more consistent average of 3.57 (SD = 0.51).

The highest level of implementation was reported by organizations with dedicated resources, with a mean score of 4.00 and a standard deviation of 0.00. This indicates that both organizations in this group reported the same implementation level—pointing to a strong and consistent alignment between resource availability and strategic uptake. These results suggest that the extent to which digital strategies are integrated into daily organizational practice is not only shaped by individual understanding or willingness, but is closely linked to structural and cultural enablers, particularly leadership engagement and internal resource provision.

Resource Allocation	Mean Implementation
No resources	3.33
Limited resources	3.57
Dedicated resources	4.00

1= Strongly Disagree; 5= Strongly Agree

6.2 Challenges and Capacity Needs

When asked about the biggest challenges in implementing digital strategies, respondents most frequently mentioned time constraints (9 mentions) and budget limitations (6 mentions). These challenges directly correlate with the limited implementation outcomes observed in organizations that report lacking structural support. In open-text responses, several participants also highlighted the difficulty of involving entire teams, the complexity of digital tools, and the tendency to revert to familiar routines under pressure. These patterns point toward a broader problem of limited organizational readiness for transformation.

To better understand what could enable sustainable digital development, respondents were also asked what their organizations would need to build digital capacity more effectively. The distribution of responses offers additional insight:

Identified Need	Mentions
Clearer digital strategy within the organization	11
More targeted training opportunities	6
Better access to digital tools and resources	6

The most frequently selected response—a clearer digital strategy—emerged as a shared concern across respondents. This strong signal reinforces the interpretation that many organizations lack internal alignment, strategic orientation, or a cohesive plan for digital implementation. The desire for better tools and training, while also relevant, appears secondary to the foundational need for strategic clarity.

This need is particularly pronounced in organizations that also reported low implementation scores and indicated a lack of leadership support or dedicated resources. In this sense, the absence of a clear strategy is not merely a planning gap, but reflects a broader structural incapacity to move from digital awareness to embedded change. Without leadership engagement and internal resources, even well-intentioned organizations appear to struggle with formulating and institutionalizing digital strategy. This is consistent with the observation that in such contexts, strategy development efforts often remain fragmented, reactive, or ad hoc.

6.3 Organizational Readiness and Digital Culture

To explore broader organizational readiness for digital transformation, the survey included several items addressing internal culture, adaptability, and systematization. The table below summarizes the results:

Statement	Mean	SD
Our organization actively supports the implementation of digital tools and workflows	3.90	0.83
Employees are encouraged to experiment without fear of failure	3.84	0.82
Digital initiatives are considered a shared responsibility (not limited to departments)	3.71	0.82
Digital strategies are embedded in our organization's daily operations	3.58	1.20
Employees in our organization quickly adapt to new digital tools	3.32	0.87
Our organization provides regular opportunities for digital upskilling	3.16	1.16

Overall, these scores reflect a moderately developed digital culture, with relatively high openness to experimentation, but lower scores for embedded practices and systematic upskilling. Variability in responses suggests that digital maturity of individuals differs widely across organizations, even among those who participated in the workshops.



7. Discussion

7.1 Strengthening Individual Learning: Intuition and Interpretation

The findings confirm that Cultuurloket DigitALL's [CD] workshops effectively foster individual-level learning. Participants report high levels of confidence (Ø 3.82) and openness (Ø 4.00) toward digital tools—key indicators of intuition and interpretation, the first two stages of the 4I-Framework (Crossan et al., 1999). These stages describe how new insights emerge at the individual level and begin to influence others through shared reflection and informal exchange.

However, the average implementation score at the organizational level is noticeably lower (Ø 3.55), indicating that many institutions do not reach the next phases of learning, following the 4I framework: integration and institutionalization. This suggests that while knowledge is acquired by project leads, it is not consistently translated into collective routines or embedded strategies.

The Theory of Change anticipates this risk by highlighting organizational culture and structure as key contextual factors. Survey responses support this diagnosis:

“Ensuring that people actually change their existing way of working. They indicate that they are willing to change, but under time pressure they easily fall back into old patterns.”

Even where individual motivation exists, structural inertia and internal resistance can hinder sustained change. As long as learning remains the domain of individuals, rather than a shared organizational process, transformation will remain fragile.

To overcome this, it may be necessary to expand the workshops to include entire teams or design follow-up formats that support shared sense-making and mutual reinforcement. This would create conditions where digital strategies are not only understood, but also collectively owned and acted upon.

7.2 Structural Enablers: Leadership and Resources

A closer look at internal organizational factors reveals structural enablers and barriers that influence the degree to which digital strategies are implemented. Organizations with leadership that actively supports knowledge-sharing—especially through recognition and encouragement—report significantly higher levels of implementation. Similarly, organizations with dedicated resources score higher and more consistently than those with no or limited resources.

From the perspective of the 4I-Framework, leadership engagement and resource provision are essential for enabling the integration phase—where individually acquired knowledge becomes collectively accepted and implemented. Institutionalization, in turn, depends on whether structures and routines exist to stabilize and sustain these changes.

In this context, CD's workshop offers addresses essential levers for capacity development. The ArtUp program strengthens the competencies of project leads, including hands-on tools for digital audience development and planning skills; the DEN workshop supports managers in developing digital confidence and leadership skills to drive digital transformation processes. However, the findings suggest that focusing on individuals alone may not be sufficient. If digital strategies are to be internalized across the organization, learning processes must include not just key figures, but entire teams. In other words, strategy development and implementation need to be understood as collective, not individual, learning processes, that are embedded in broader learning environments.

This points to the potential value of expanding CD's workshop formats to include organization-wide participation, enabling shared understanding, alignment across departments, and deeper anchoring of digital goals, besides the specific projects into a more long-term, organizational learning process.

7.3 Strategic Gaps and the Need for Integration

The survey results also highlight a central obstacle: the lack of a clear digital strategy within participating institutions. Among the needs identified, this was by far the most frequently mentioned. While participants may feel individually equipped, many institutions lack the internal mechanisms to formulate, anchor, and continuously adapt a digital roadmap.

This finding directly relates to CD's workshop offer. The foundation already includes a leadership-focused program—DEN's Digital Strategy & Innovation Leadership Workshop—which is specifically designed to support the development of organizational digital transformation. From a program design perspective, this indicates that CD has correctly identified a key structural need and responded with a targeted intervention.

However, the persistent strategic uncertainty expressed by many respondents suggests that a three-day format may not be sufficient to develop strategies that are viable, context-sensitive, and widely supported within the organization. While the workshop likely provides essential impulses, tools, and reflection space, it appears to lack the structures necessary for long-term anchoring and follow-through. From the perspective of the 4I-Framework, this points to a breakdown between interpretation and integration: the strategic insight is present, but it is not consistently translated into coordinated organizational action. As several participants indicated, initial learning often remains isolated, and organizations tend to fall back into familiar routines after the formal training ends.

This suggests a need to complement the existing strategy workshop with additional support formats—such as team-based strategy labs, intra-organizational facilitation, or structured follow-up sessions—that enable organizations to jointly develop, test, and adapt strategic frameworks. Involving multiple staff members in the learning process and fostering shared ownership may help ensure that strategy development is not the responsibility of a single individual, but a collaborative organizational process. In turn, this could strengthen the likelihood that strategic planning leads not only to alignment, but to concrete and sustained implementation.

7.4 Organizational Readiness and Learning Culture

The findings on organizational readiness reveal a mixed picture. While many respondents report openness to experimentation and general support for digital workflows, other critical elements—such as routine upskilling, cross-departmental collaboration, and embedded strategies—score significantly lower. This points to an incomplete learning culture, where interest and motivation exist, but structures for sustained development are lacking.

From a theoretical standpoint, this reflects a misalignment between the cultural and structural dimensions of learning organizations. As Marsick and Watkins (2003) emphasize, effective learning requires both: individual openness and collective routines that turn learning into shared organizational practice. When such routines are absent, new knowledge often remains isolated and is not translated into system-wide change.

Moreover, the variation in responses suggests that even with access to the same workshop formats, organizations follow very different learning trajectories. This indicates that outcomes are not solely shaped by the workshop itself, but also by the organization's internal capacity to absorb, contextualize, and act upon new knowledge.

These insights point to a potential area for program development. While the current workshops successfully address strategic and operational skills, they could place more focus on the question of organizational learning itself. Formats that explore how to build reflective routines, foster internal collaboration, and sustain change over time could help ensure that digital strategies are not only developed but actually lived. In this way, CD could support institutions not just in learning about digital tools, but in becoming learning organizations themselves.

7.5 Reflection on Program Design and Future Directions

Overall, the findings confirm that CD is pursuing the right approach. Its combination of **financial support, leadership training, and project guidance** aligns closely with what organizations need to initiate digital change. That the implementation of digital strategies is perceived as important and valuable by participants is already a key success indicator.

However, the analysis also suggests that additional support structures may be needed to ensure that **learning becomes strategy, and that strategy becomes practice**. These might include team-based learning formats, ongoing mentorship, or peer-to-peer exchange platforms—mechanisms that sustain knowledge integration and help institutionalize learning.

While the current survey does not allow robust conclusions at the sector level, qualitative insights point to the value of **networked learning**. Fostering inter-organizational exchange may help fill capacity gaps where internal conditions are not yet supportive. In the logic of the '4I-Framework,' this kind of collaborative reflection could strengthen both integration and institutionalization—**not only within organizations but across the cultural sector more broadly**.



8. Conclusion

8.1 From Individual Learning to Organizational Transformation

This impact study examined how Cultuurloket DigitALL's workshop offerings—developed in collaboration with ArtUp and DEN—contribute to the development of digital expertise and capacity building in the Dutch cultural sector. Drawing on a Theory of Change [ToC] framework, the project aimed to understand how digital strategies and knowledge acquired through workshops are internalized by cultural institutions and sustained over time.

The methodological approach was solely quantitative, based on a survey distributed among employees of organizations that have participated in CD's workshops. The survey was designed to assess both individual-level learning and organizational readiness, including leadership engagement, structural support, and cultural openness toward digital transformation.

Across all responses, the strongest effects were observed at the individual level. Participants indicated a high degree of confidence (Ø3.82) and openness (Ø4.00) to participating in digital projects—clear evidence that the workshops effectively foster digital awareness and individual expertise. These findings affirm the initial stages of organizational learning as described in the 4I framework (Crossan et al., 1999), particularly intuition and interpretation.

However, the transfer of this knowledge into organizational practices and structures proved less consistent. The degree of actual implementation of digital strategies was notably lower (Ø3.55), suggesting that individual knowledge and motivation are not always sufficient to create sustained institutional change. In line with our ToC, this gap appears closely linked to contextual factors—particularly the availability of dedicated resources and active leadership support.

This finding was striking, as it emerged despite the fact that all participating institutions had received financial support funding from CD. The persistence of resource scarcity, time pressure, and a lack of structural support points to an ongoing tension between project-based innovation and long-term transformation in the sector. It underlines the importance of thinking about digital development not only as a matter of training, but as an organizational and strategic challenge.

The ToC developed for this study was largely confirmed by the survey results. The assumed pathways—from workshops to individual expertise, and from individual expertise to organizational capacity—were validated in part, but the data also showed where these pathways break down. Particularly, the transition from interpretation to integration often remained incomplete. Several participants reported that while training was helpful, its content was not always embedded into broader team routines or strategic frameworks. This reflects a well-known issue in organizational learning: new knowledge often remains isolated when structures, roles, or incentives are not adapted accordingly. The survey also revealed that many institutions lack a coherent digital strategy. While individual staff reported increased skills and motivation, the absence of clear organizational direction made it difficult to sustain these changes beyond the immediate project context. This reinforces the notion that digital transformation requires both internal alignment and continuous follow-up—not just inspiration, but systematization.

Despite time limitations and the absence of a qualitative component, the quantitative-only approach proved valuable. It enabled a broad sample of responses and provided insights into general trends across a diverse group of cultural institutions. However, the findings also point to the potential value of future qualitative studies to further explore team dynamics, resistance to change, and the role of leadership in embedding knowledge.

8.2 Societal Relevance and Organizational Support

The cultural sector is increasingly expected to **innovate, adapt, and demonstrate value** in the face of digital, economic, and societal shifts. The ability to do so hinges not only on artistic or technical excellence, but on internal learning cultures, strategic thinking, and long-term investment in human capital.

CD plays a vital role in enabling this transition. By combining funding with professional guidance and targeted workshops, the foundation equips institutions with tools to remain relevant, resilient, and impactful. The fact that many organizations still report a lack of time, clarity, or strategic structure despite this support underscores the **complexity of sector-wide change**.

At a societal level, fostering expertise and capacity in cultural institutions is critical for safeguarding the sector's ability to act as a **mirror, critic, and innovator** within society. Through this lens, social impact measurement becomes more than an evaluation tool—it becomes a pathway for reflection, adaptation, and sectoral growth.

The collaboration throughout the project was marked by openness, critical thinking, and strong support from the CD team. This allowed for a process-oriented, reflective research environment that not only confirmed key theoretical assumptions, but also generated practical insight for ongoing learning.

In conclusion, the study demonstrates that **building individual expertise is an essential first step**, but that organizational transformation depends on deeper, structural shifts. The foundation is in place—but the sector now faces the challenge of moving from knowledge to practice, from insight to implementation, and from potential to impact.



9. Limitations, Recommendations & Future Research

This research project set out to assess the impact of Cultuurloket DigitALL's [CD] workshop offer on the development of digital expertise and organizational capacity within Dutch cultural institutions. While conducted within the context of a short-term academic assignment, the study has generated relevant and actionable insights that contribute to both CD's strategic development and broader sectoral learning.

9.1 Research Limitations

While the outcomes of this research are robust and meaningful, several limitations should be acknowledged—not as weaknesses, but as entry points for deeper exploration in future work. First, the study employed a solely quantitative, survey-based method. This approach was effective in providing broad participation and structured insights; however, it did not allow for in-depth exploration of internal team dynamics, informal knowledge flows, or leadership styles. A complementary qualitative component—such as interviews or ethnographic observations—could offer richer understanding of how digital learning is absorbed and embedded in practice.

Second, the research offers a snapshot in time, capturing perceptions shortly after workshop participation. Organizational change, particularly in relation to digital transformation, is often gradual. Longer-term effects, whether positive or unintended, may only become visible months or even years after the initial intervention. Finally, most survey respondents came from institutions that are already relatively engaged in digital development. As a result, the findings may underrepresent the needs and challenges of organizations that are earlier in their digital journey or more hesitant to adopt new technologies.

Limitations, Recommendations Future Research

9.2 Strategic Recommendations for Continued Development

Despite these limitations, the findings support a clear set of strategic recommendations. Drawing from the Theory of Change [ToC] and survey outcomes, we propose a three-level approach to enhance the long-term impact of CD's programming.

These recommendations scale from targeted adjustments to the workshop format to broader structural support, and reflect a logical progression from low to higher investment strategies:

- **Short-term (workshop-level, low investment):** Optimize the existing workshop format by involving a broader cross-section of employees, embedding training moments into team workflows, and aligning content with each organization's internal strategy. These refinements would help translate individual learning into team-wide ownership and application.
- **Mid-term (sector-level, moderate investment):** Establish lightweight, recurring peer learning networks to foster ongoing exchange between cultural institutions. These networks would benefit both digitally mature and early-stage organizations, strengthening the ecosystem through shared learning and reducing institutional isolation.
- **Long-term (structural level, higher investment):** Evolve CD's business model to go beyond project-based funding and adopt a more systemic approach to organizational capacity building. This could include strategic mentorships, implementation grants, follow-up coaching, and periodic check-ins. As a long-term partner in organizational change, CD would be better positioned to support the sustained embedding of digital strategies within cultural institutions.

Together, these recommendations aim to move beyond inspiration toward institutionalization—ensuring that digital transformation is not only initiated but also embedded and sustained across the sector.

Limitations, Recommendations Future Research

9.3 Future Research Recommendations

This study also highlights several directions for future research:

- A longitudinal study could assess how digital confidence, collaboration, and strategic implementation evolve over a longer period (e.g., six to twelve months post-workshop).
- Qualitative case studies would offer deeper insights into internal organizational dynamics, leadership roles, and the lived experience of implementing digital change.
- Comparative research across different types of organizations—by size, discipline, or digital maturity—could help CD further tailor its strategies to a wider spectrum of institutions.

Such research would not only deepen understanding of sectoral transformation but also support the continued development of effective, evidence-based support models.

9.4 Final Reflection

This project demonstrates that even within a limited research window, focused and theory-informed impact measurement can generate valuable strategic insights. The core issue is not a lack of digital knowledge, but rather the difficulty of embedding that knowledge structurally—across roles, teams, and long-term strategy.

CD already plays a vital role in enabling institutions to adapt, learn, and lead. With a few strategic shifts, it can evolve from a successful programmatic funder into a capacity-building engine for the sector—supporting systemic, sustainable change across organizations and over time.

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Appendix A

– Questionnaire used

Dear Participant,

We are master students of "Cultural Economics and Entrepreneurship" and "Tourism, Culture and Society" at Erasmus University Rotterdam, conducting an impact study on digital capacity building, expertise and knowledge transfer in cultural organizations. This research aims to evaluate how organizations implement and sustain the impact of digital strategies after participating in training and capacity-building programs.

Survey Details:

Estimated Time: This survey will take approximately 5-10 minutes to complete.

Number of Questions: 20

Purpose: Your feedback will contribute to research on how organizations can effectively integrate and sustain digital knowledge gained through training and capacity-building programs.

Confidentiality: All responses will remain anonymous and will only be used for research purposes.

Deadline: The survey will be open until 01.04.2025.

Your participation will help us identify key challenges in implementing and integrating digital strategies, understand how knowledge is shared and sustained across teams, and enhance future capacity-building initiatives to better support cultural organizations in their digital transformation efforts.

Thank You for Participating!

All the best,

Kira, Robin and Teresa

General Questions

Please answer each question as honestly and accurately as possible.

The questionnaire is written in simple English. If you prefer a Dutch version, please contact us at 653683te@eur.nl. If you experience any issues or have additional feedback, feel free to reach out to us.

Please select your age range.

18-24

25-34

35-44

45-54

55+

Prefer not to say

Appendix A

Which of the following best describes your gender?

- Female
- Male
- Non-binary / Gender-diverse
- Prefer not to say

How long have you been working in your current organization?

- Less than 1 year
- 1-3 years
- 4-7 years
- 8-12 years
- More than 12 years

What is your employment status?

- Full-time
- Part-time
- Freelancer
- Internship / Traineeship
- Other (fill in)

What is the most recent degree of qualification you have completed?

- High school diploma or equivalent
- Bachelor's degree
- Master's degree
- PhD or equivalent
- Prefer not to say

How do you primarily work?

- On-site
- Hybrid (mix of remote and on-site)
- Fully remote

How would you describe your level of seniority?

- Entry-Level Employee
- Mid-Level Professional
- Senior Employee
- Team Lead / Coordinator
- Manager / Director
- Executive Leadership
- Other (Fill in)

Other (Fill in)

Appendix A

In which department do you work?

- General Administration / Operations
- Development & fundraising
- Project Management
- Marketing & Communication
- IT & Digital Development
- Research & Strategy
- Audience Engagement & Community Outreach

Questions related to Capacity Building and Expertise

This section explores capacity building and expertise at both the individual and organizational levels. Capacity building refers to the development of skills, knowledge, and resources that enable employees and organizations to adapt and grow in a changing digital environment. Expertise relates to an individual's understanding, confidence, and ability to engage with digital projects.

Your responses will help us understand how cultural organizations can foster a stronger and more sustainable digital transformation.

Please indicate to what extent you agree/disagree with the following statements.

I feel confident engaging in digital projects.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

I am open to participating in discussions and initiatives related to digital projects within my organization.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

I am aware of the importance of digitalization regarding my work.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

I continuously develop my skills in the field of digitalization.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

I feel capable of making informed decisions regarding digital tools and strategies.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

I learn about digital strategies through informed discussions with colleagues.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

I discuss or train colleagues on digital strategies.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

Appendix A

Employees in our organization quickly adapt to new digital tools

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

Employees are encouraged with new digital tools without fear of failure.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

Digital initiatives are limited to specific departments but are considered a shared responsibility within the organization.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

Digital strategies are embedded in our organization's daily operations.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

Our organization provides regular opportunities for digital upskilling.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

Our organization actively supports the implementation of digital tools and workflows.

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

What are the biggest challenges in applying digital skills in your daily work?

Open answer...

Questions for Workshop Participants

This section is specifically for those who have participated in the workshops. If you have not attended a workshop, please skip this section. Your feedback will help us understand how the workshops have influenced digital capacity building, knowledge transfer, and the implementation of digital strategies within your organization. Thank you for your participation in the survey!

To what extent has your organization incorporated the digital strategies learned in the Art-Up/ DEN workshops into its daily operations?

Not at all 1 – 2 – 3 – 4 – 5 Fully integrated

Which knowledge or skills from the workshop do you still use today? Why?

(open answer)

Since the workshop, do you feel more confident to participate in projects with digital technologies?

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

Do you feel more open to exploring new digital approaches in your work?

Strongly disagree 1 – 2 – 3 – 4 – 5 Strongly agree

Appendix A

How does leadership support knowledge-sharing and collaboration on digital projects? (Select all that apply.)

- Encouraging cross-departmental collaboration
- Providing structured learning sessions
- Recognizing and rewarding knowledge-sharing
- No specific initiatives in place
- Other (fill in)

Has your organization allocated dedicated resources (budget, personnel, or departments) for ongoing digital expertise development?

- Yes, sufficient resources are allocated
- Some resources are allocated, but they are limited
- No, there are no dedicated resources

Which of the following areas have been adjusted to support digital initiatives in your organization? (Select all that apply.)

- Management processes
- Team roles and responsibilities
- Budget allocation
- Organizational policies
- None of the above
- Other (fill in)

What are the biggest challenges in implementing digital strategies in your organization?

- (open answer)

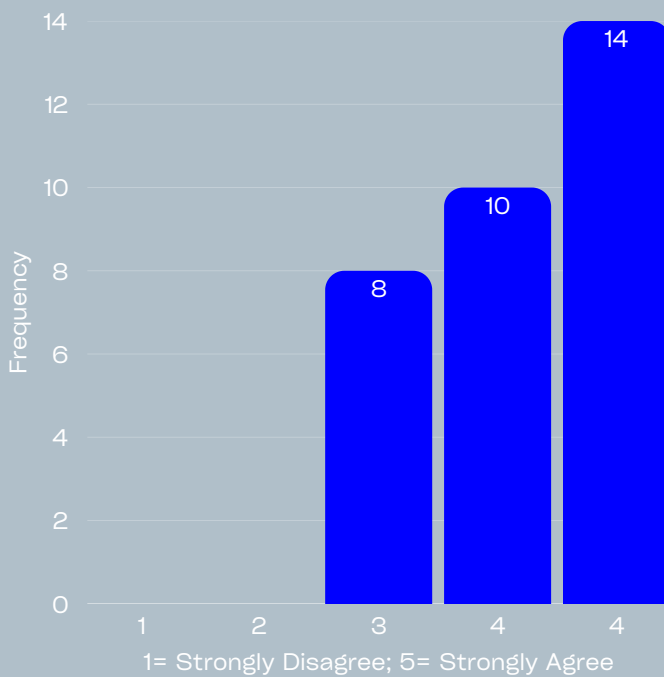
What would you need to develop digital capacity more sustainably? (Select all that apply.)

- More targeted training opportunities
- Better access to digital tools and resources
- More support from leadership
- Stronger collaboration across departments
- Clearer digital strategy within the organization
- Other (fill in)

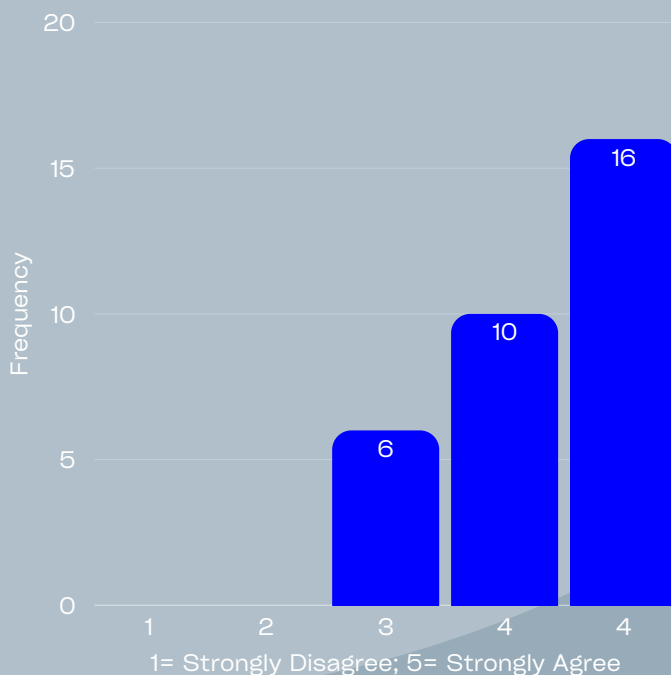
Appendix B

– Distributions of Key Survey Variables Referenced in the Findings

I feel confident engaging in digital projects.

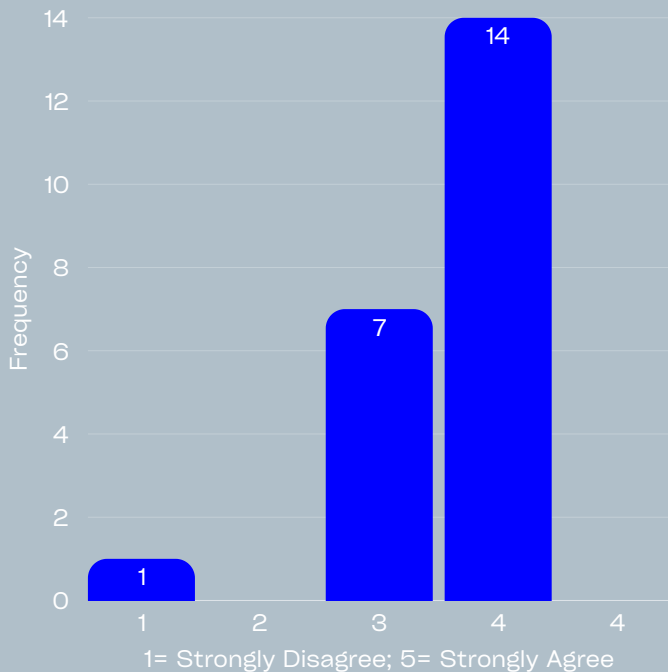


I am open to participating in discussions and initiatives related to digital projects within my organization.

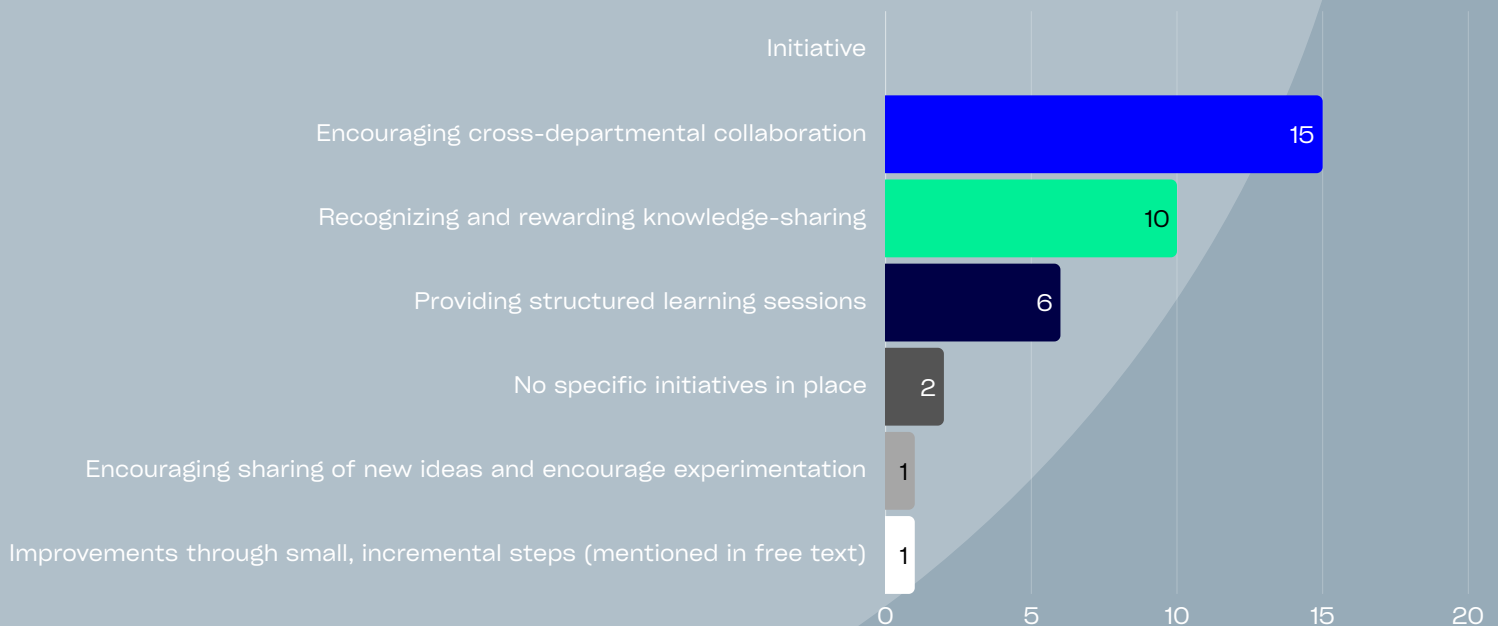


Appendix B

To what extent has your organization incorporated the digital strategies learned in the Art-Up/ DEN workshops into its daily operations?

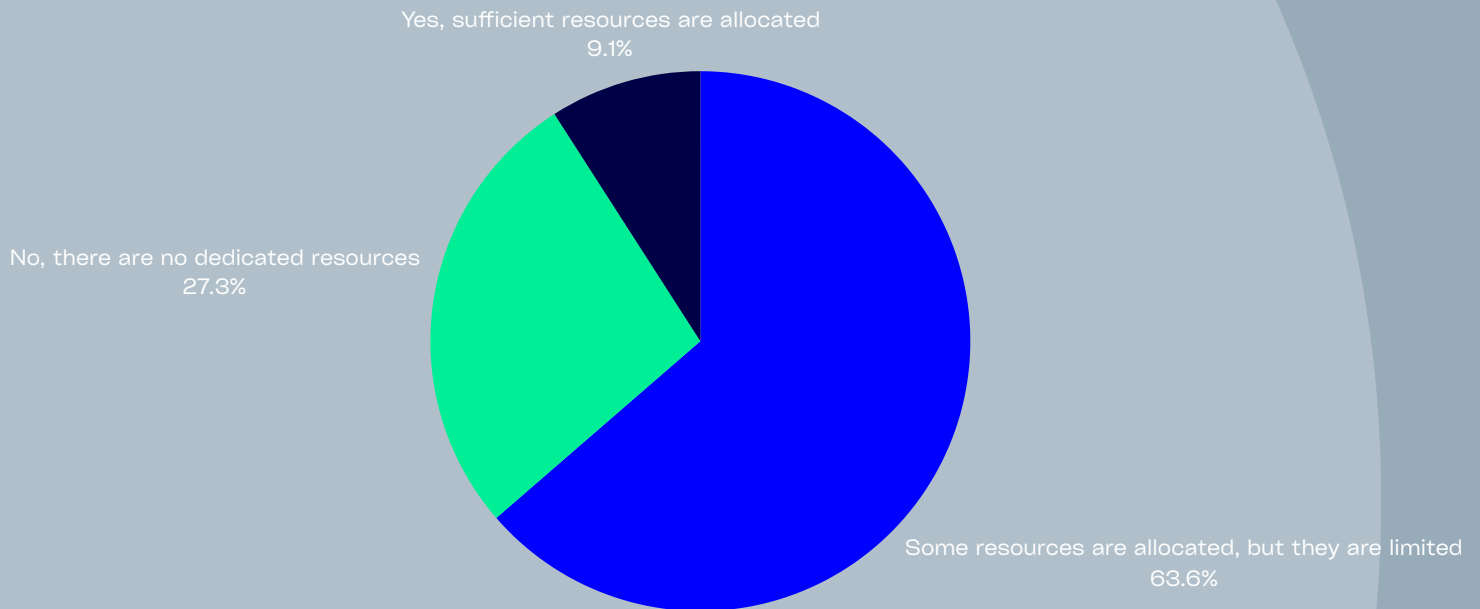


How does leadership support knowledge-sharing and collaboration on digital projects?
(Select all that apply.)



Appendix B

Has your organization allocated dedicated resources (budget, personnel, or departments) for ongoing digital expertise development?



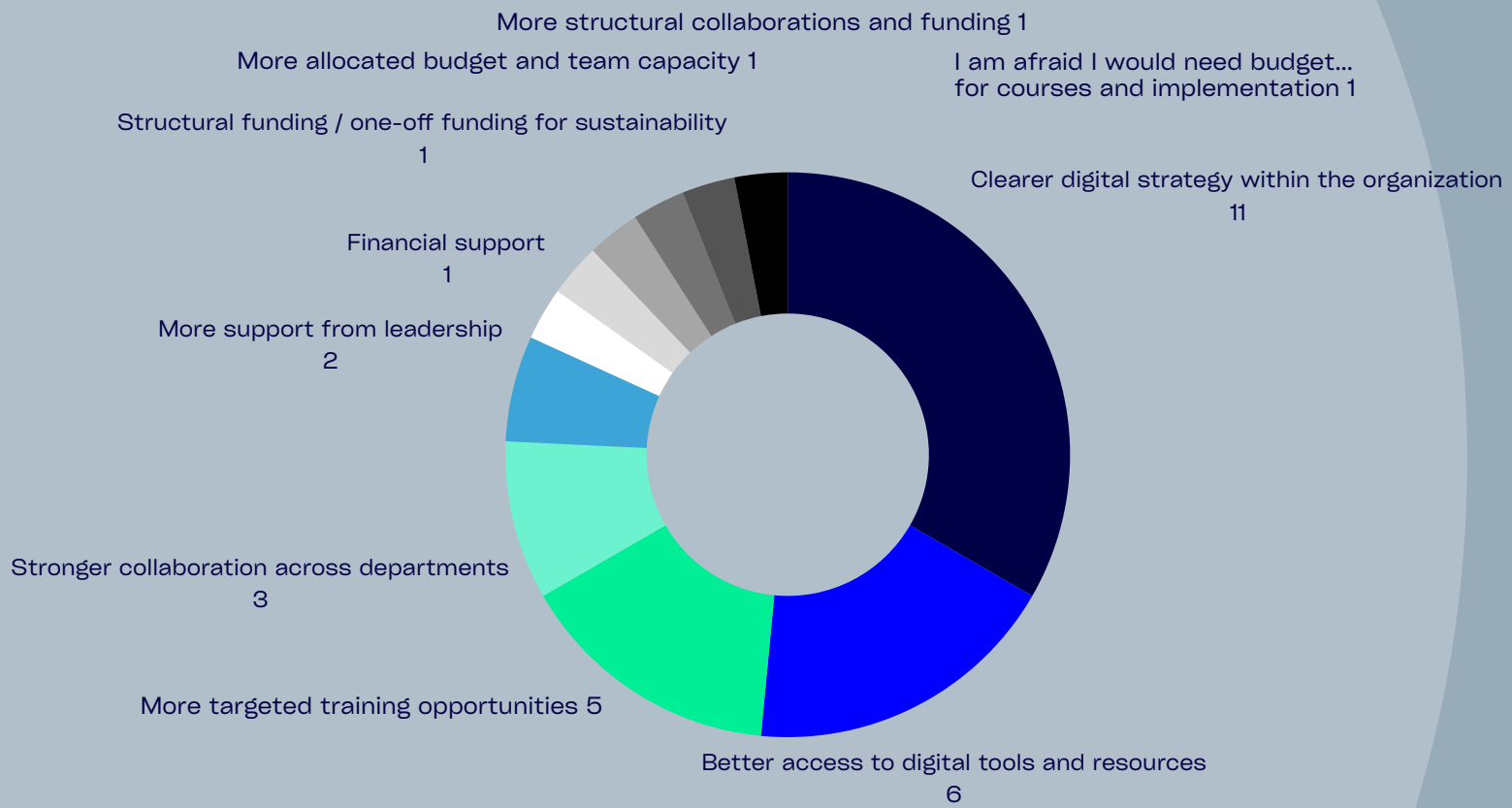
What are the biggest challenges in implementing digital strategies in your organization?

(The following word cloud visualizes the most frequently mentioned terms related to challenges in implementing digital strategies.)

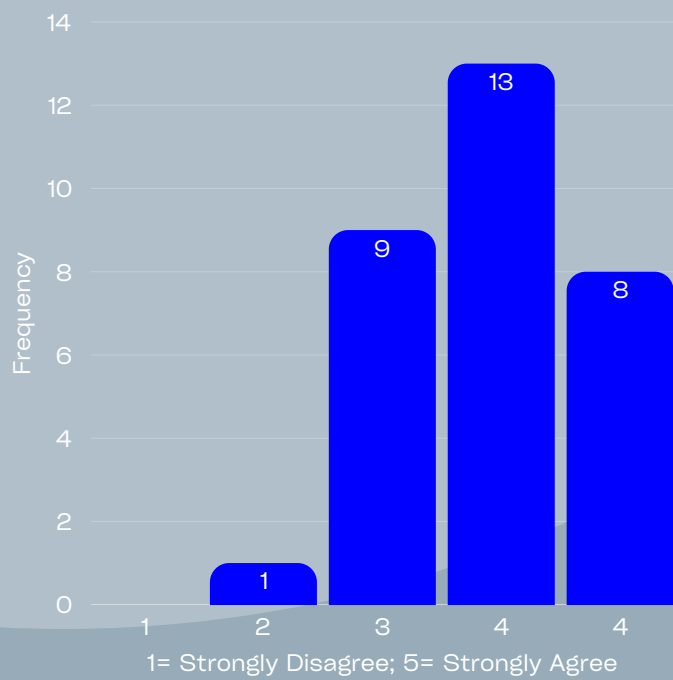


Appendix B

What would you need to develop digital capacity more sustainably? (Select all that apply.)

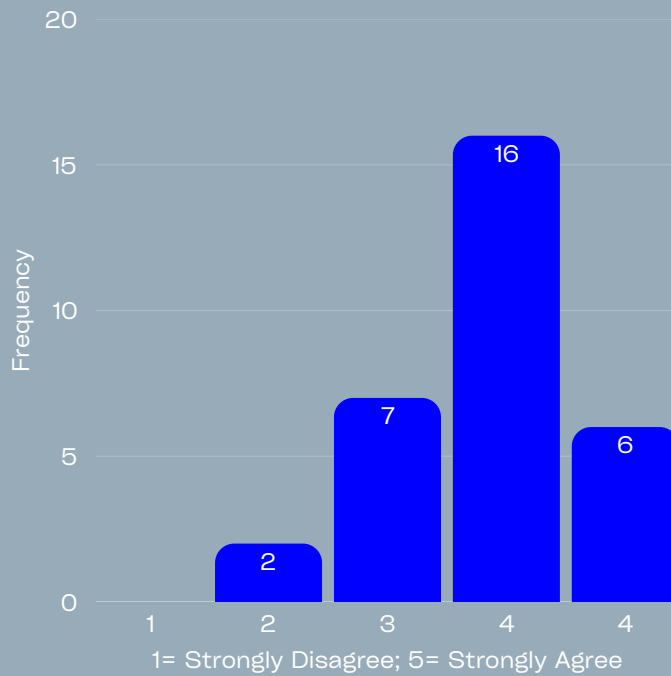


Our organization actively supports the implementation of digital tools and workflows.

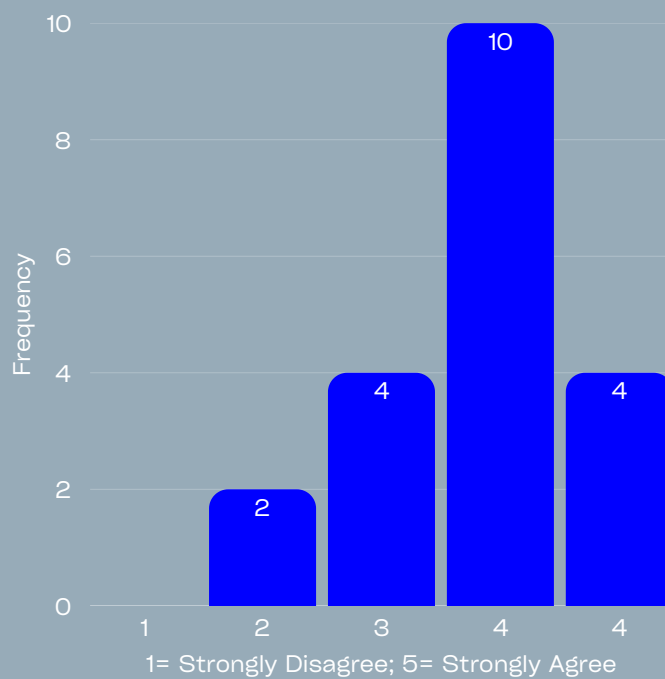


Appendix B

Employees are encouraged to experiment with new digital tools without fear of failure.

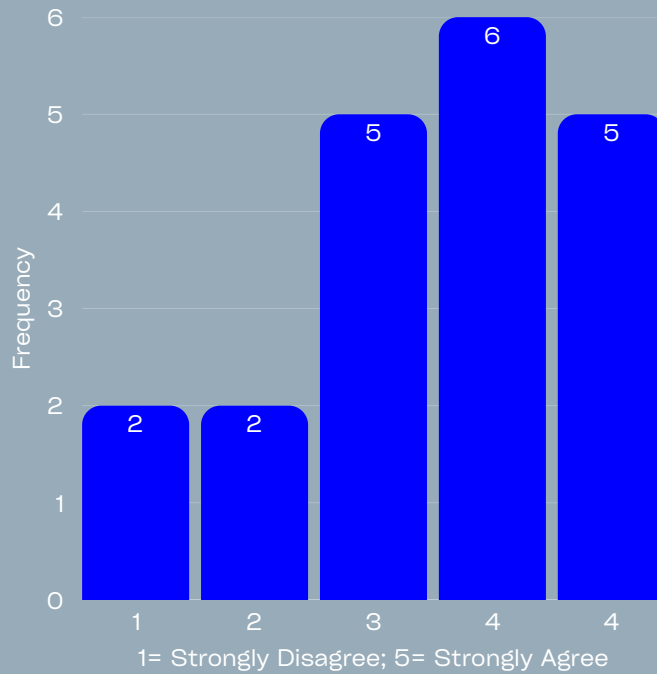


Digital initiatives are not limited to specific departments but are considered a shared responsibility within the organization.

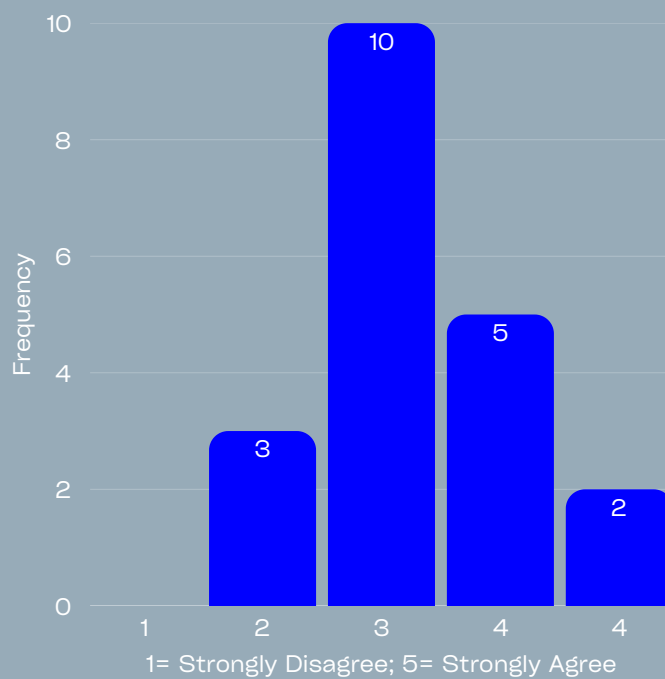


Appendix B

Digital strategies are embedded in our organization's daily operations.



Employees in our organization quickly adapt to new digital tools.



Appendix B

Our organization provides regular opportunities for digital upskilling.

