Strategic Communication Master's Degree – Case study evaluation

Case study – *ArtMind*

ArtMind VR is an international start-up based in Copenhagen, specializing in immersive virtual reality solutions for museums, galleries, and cultural institutions. The company operates across Europe and North America, with active partnerships in Denmark, the United Kingdom, Italy, and the United States. Its flagship product, the "VR Heritage Tour," enables users to explore exhibitions remotely through high-resolution 3D environments guided by virtual curators, combining historical narratives, interactive elements, and accessible educational content. The platform targets institutions seeking to enhance digital engagement, expand their audiences, and improve accessibility for individuals facing mobility, geographical, or economic barriers.

Since its launch in 2021, ArtMind VR has received significant attention from cultural innovation networks and academic communities. The company presented its technology at the International Museum Technology Forum in Toronto, where it was awarded the "Digital Inclusion in Culture Prize" in 2023. Several universities have adopted the platform for art history courses, reinforcing the company's credibility within educational environments. However, despite growing academic recognition, traditional museums remain hesitant to integrate VR experiences due to concerns regarding authenticity, visitor experience, and the perceived risk of replacing physical attendance.

Communication aims.
ArtMind VR's international communication objectives include:
• increasing adoption among museum directors and cultural policymakers
• positioning the company as a global leader in cultural digitalization and accessibility
• securing pilot partnerships and long-term institutional contracts
• strengthening legitimacy within traditional museum environments

First steps by Communication function
The company's strengths support its global ambitions:
• unique immersive technology offering high-quality, interactive cultural experiences
• strong alignment with global inclusion and accessibility agendas
• growing interest from universities and cultural researchers

However, ArtMind VR faces several weaknesses:
• low awareness among traditional cultural institutions, especially in Southern Europe
• complex technical language that can limit comprehension among non-specialist stakeholders
• limited resources to support large-scale international promotion and on-site demonstrations

Opportunities are expanding due to cultural digitalization trends accelerated by the pandemic. Many museums are developing hybrid visitor models that integrate online and in-person experiences, particularly in cities such as London, New York, and Amsterdam. Funding programs from the European Union and foundations supporting accessibility initiatives provide financial support for digital cultural projects.

However, significant threats persist. Resistance to technological change remains strong in traditional museum contexts, where curators fear that VR may undermine the authenticity and uniqueness of the physical experience. Low-cost VR platforms and generic virtual tours also challenge ArtMind VR's differentiation. Regulatory variations and copyright restrictions related to digital reproduction of artworks introduce additional barriers in countries such as France and the United States.

Communication strategy and tactics
To address these challenges, ArtMind VR implemented an integrated, international communication strategy. Online initiatives include monthly webinars targeting museum professionals, LinkedIn thought leadership campaigns, and storytelling featuring curators and artists who collaborate with the company. Messaging is adapted across markets, emphasizing accessibility in the UK, educational value in the US, and technological innovation in Germany.

Offline activities include partnerships with art and design universities, pilot installations during temporary exhibitions, and participation in international cultural technology fairs. These initiatives aim to build trust and

legitimacy among decision makers by demonstrating the platform's capacity to enhance—not replace—traditional museum experiences.

Initial results show strong engagement in academic and innovation-driven contexts, particularly in Northern Europe and North America. However, conversion into institutional partnerships remains limited, and inconsistent messaging by partners and local ambassadors has led to divergent interpretations of the product's purpose—ranging from an accessibility tool to an entertainment platform. This fragmentation undermines ArtMind VR's global positioning and complicates stakeholder expectations.

Questions:

1.   **Why is a well-managed international communication strategy essential for ArtMind VR, and what risks could emerge from fragmented messaging across cultural markets?**
2.   **To what extent can cultural testimonials support ArtMind VR's international goals, and which criteria should guide their selection across different institutional contexts?**
3.   **How could the SWOT analysis be improved to provide stronger strategic guidance for global cultural adoption?**