

Reis, C. D. (2026). *Beyond digital transformation: integrating digital strategy into museum management*. Abstract from Cultural Heritage and Digital Tools, Saint-Etienne, France.

Digital transformation has become a key dimension for the sustainability and relevance of museums, affecting all domains of management and operation, including communication, audience development, collections, education, governance, and the articulation of the institutional mission. However, in many cases, digital initiatives emerge in a fragmented way, detached from broader strategic planning. How can digital development be effectively integrated into the overall management of museums and contribute to the fulfilment of their public mission? This is the central research question guiding our work. It also explores related questions: which models and frameworks currently inform digital transformation in the museum sector, what are their main limitations, and how can we develop a model better adapted to the specific context of the Portuguese National Museums managed by Museus e Monumentos de Portugal, E.P.E.? Adopting a holistic perspective, the study conceives digital transformation as a transversal process that intersects organisational structure, governance, and museological practices rather than as a set of isolated projects. The methodology combines a comparative analysis of international digital maturity and strategic planning models with a case study of the fifteen Portuguese national museums. Documentary analysis and qualitative data collection support the identification of critical gaps and patterns in digital planning and implementation. The expected outcome is the development of an integrated conceptual model to guide museums in aligning their digital strategies with institutional missions, organisational capacities, and audience needs. By proposing a framework for sustainable digital planning, this research contributes to advancing the debate on digital maturity and strategic management within the museum sector, particularly in the Portuguese cultural context.