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MUSEUM MANAGEMENT AND DIGITALISATION: A COMPARATIVE STUDY IN MUSEUMS OF MAKASSAR CITY

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Abstract
This study aims to analyze management and digitalization in two significant museums in Makassar City, namely Museum La Galigo and Museum Mandala, using a comparative study approach. Data at Museum La Galigo was collected through direct observation and recording of visitor activities to examine the implementation of digital technology in service processes and the delivery of information to visitors. Meanwhile, the focus at Museum Mandala was on analyzing the content and utilization of various digital media, including websites, social media, and videos as promotional and educational tools capable of reaching a wider audience. The results show that Museum La Galigo emphasizes internal digitalization, particularly for data archiving and visitor education efforts. However, several main challenges were identified, related to inadequate technological facilities and limited capacity of human resources proficient in digital technology. On the other hand, Museum Mandala is more active in utilizing external digital platforms to expand reach and enhance interaction with visitors and the general public. Overall, the digitalization implementation in both museums has a significant positive effect in improving visitor experience and supporting more effective cultural information management. Nonetheless, this study found an essential need for increasing human resource capacity and more comprehensive technology integration to ensure optimal and sustainable digitalization. The study recommends enhancing collaboration among relevant parties, developing technological infrastructure in museums, and providing technology-based management training to support more adaptive and modern museum management. It is expected that this study can serve as a valuable reference for digitalization development in other museums in Makassar City and beyond.
Keywords: museum management, digitalization, social media, *la galigo*, mandala, Makassar.

1. INTRODUCTION

Museum management and digitization are essential aspects for cultural institutions to adapt and remain relevant in the Digital Age. Technologies such as augmented reality (AR), virtual reality (VR), and big data offer new opportunities for museums to expand access, enhance the quality of interactions, and strengthen the interpretation of collections. A study by Feisrami and Yunus (2023: 175–176) indicates that the implementation of Museum 4.0 in Indonesia is still low, but this technology can increase visitor satisfaction and the intention to revisit. Parry (2010) emphasizes that museums need to transform from conservative institutions into educational digital institutions. In Makassar, the La Galigo Museum and Mandala Museum have great potential to adopt digitization, although the implementation has not yet been optimal. Therefore, a comparative study related to digitization and sustainable management strategies for these local museums is necessary.

Previous research reveals that digitization yields positive impacts when supported by well-designed and structured management. Feisrami & Yunus (2023: 175–176) found that most museums in Indonesia are still at the basic digitization stage, yet this has already significantly influenced visitor engagement in the digital realm. The study in Jakarta (2019: pp. 23–24) highlighted the importance of technology services such as AR, interactive kiosks, and digital signage to facilitate access to museum collection information. Additionally, Romolini et al. (2020) confirmed that strategically

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managed social media can strengthen the emotional bond between visitors and museums. These approaches underline that digital technology is not merely a complement but the core of visitor engagement strategies. Therefore, management focusing on optimizing digital technology is highly necessary in developing modern museums.

The La Galigo Museum and Mandala Museum in Makassar face several serious challenges in implementing digitization, especially regarding infrastructure and human resources. The study by Feisrami & Yunus (2023) notes that major obstacles include funding, technology, and human resource capacity, although visitor expectations towards digital technology are high. Global trends show that the use of AR/VR and digital platforms can significantly improve visitor experience and engagement (Romolini et al., 2020). However, local practices are still limited to promotional purposes due to a lack of strategy, policy, and technical capacity. Hence, identifying the challenges faced by museums in Makassar is crucial to designing relevant and applicable digital solutions.

This study has two main objectives: first, to explore the extent to which digitization has been implemented in museum management; and second, to formulate strategic recommendations to optimize the use of digitization in museum management. Feisrami & Yunus (2023: 175–176) serve as a reference for understanding the state of museum digitization in Indonesia, while the Jakarta study (2019: pp. 23–24) and Romolini et al. (2020) provide concrete insights into effective digital technologies and platforms. It is hoped that the results of this study will serve as a practical guide for the managers of La Galigo Museum and Mandala Museum in designing effective, inclusive, and sustainable digital management systems that support the development of museums as cultural institutions of the future.

2. RESEARCH & METHODOLOGY

This study adopts a qualitative approach aimed at gaining a comprehensive understanding of museum management practices and the implementation of digitization in Makassar. This approach enables the researcher to explore experiences and strategies regarding the use of digital technology within a complex social context (Liu, Cheung, & Law, 2019). According to Creswell (2014), qualitative research is well-suited for analyzing social interactions and complex decision-making processes. This method provides rich, detailed descriptive data that facilitates understanding the differences in digitization implementation across museums. Additionally, it is a flexible approach adaptable to dynamic field conditions (Parry, 2010). For these reasons, the qualitative approach was selected to obtain a holistic view of digital-based museum management in Makassar.

Data collection was conducted through participatory observation and document studies. Participatory observation was employed to capture direct interaction between visitors and digital technologies used at the museums. Document studies involved analyzing official reports, museum catalogs, and visitor data. The study locations included several major museums in Makassar City, such as La Galigo Museum and Mandala Museum, representing different levels of digitization implementation. The combination of these methods allowed data triangulation, ensuring the validity and reliability of the information obtained (Marty, 2018).

The data were analyzed descriptively and qualitatively using the SWOT (Strengths, Weaknesses, Opportunities, Threats) method to assess internal and external factors affecting museum management and digitization implementation. This analysis helped identify each museum's strengths, weaknesses, opportunities, and threats (Feisrami & Yunus, 2023). Through SWOT analysis, realistic strategic recommendations can be formulated to enhance management effectiveness and digital technology integration. Each finding was compared with relevant literature to assure validity and applicability. This approach also facilitated identification of best practices that could be applied to other museums in Makassar. The analysis results are expected to serve as a foundation for developing more professional and sustainable digital-based museums.

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3. FINDINGS AND DISCUSSION

3.1 Overview of Museum La Galigo and Museum Mandala

The La Galigo Museum is one of the largest cultural institutions in Makassar, focusing on the preservation of the cultures of the Bugis, Makassar, and Toraja peoples. The museum's collection includes traditional artifacts, ancient manuscripts written in Lontara script, and various objects representing cultural history. Its strategic location at Fort Rotterdam facilitates visits by students, academics, domestic, and international tourists. This museum combines physical collections with digital technology for visitor education. The use of interactive touchscreens and audiovisual media serves as tools to explain history and culture attractively. However, some areas still require technological development to ensure full integration of digital facilities.

On the other hand, the Mandala Museum presents a different collection, focusing on the history of Indonesia's struggle for independence in South Sulawesi. Its collections consist of military equipment, historical documents, and photographs documenting the independence process. The museum has integrated digital media into its promotional activities and community services, particularly through its official website and social media platforms. Field observation shows the use of digital platforms to expand educational and interactive access to the wider public. This digital transformation extends the museum's reach regionally and nationally. Despite innovation efforts, challenges remain related to device maintenance and staff training in digital skills. Mandala Museum successfully builds its image as a cultural institution embracing innovation while preserving historical values. Through a modern digital approach, Mandala expands historical education outreach at multiple levels.

The difference in collection focus and digitalization approach characterizes these two museums. La Galigo Museum emphasizes internal digitalization for archiving and direct education, whereas Mandala Museum focuses on external digitalization for communication and promotion. Field observations provide insight into how both museums adjust their digital strategies according to their institutional identities. The preservation of cultural values remains a core priority in both institutions' management. Therefore, digitalization efforts are directed toward strengthening educational and preservation functions. This study highlights the challenges and potentials of digitalizing contemporary museums.

Visitors have shown positive responses to the use of digital technology as a support tool for cultural and historical learning. Interactive multimedia enhances visitors' understanding of exhibit contexts in a deeper way. Comfortable exhibition spaces equipped with technological facilities contribute to the quality of visits. However, staff training and digital human resource capacity limitations pose challenges to service quality. Addressing human resource capacity issues becomes a primary focus for digitalization advancement. With improved human resource quality, museums can adapt to the needs of modern visitors.

Digital implementation in both museums has led to changes in education and visitation patterns. Visitor interactions with digital media provide more effective and engaging learning methods. The combination of traditional and digital methods offers an ideal balance. This balance fosters both emotional and intellectual engagement of visitors. Technology is regarded as a supportive tool enhancing cultural value. This shows the potential of digitalization in preserving cultural heritage more effectively.

La Galigo and Mandala museums represent cultural institutions undergoing digital transformation. This transformation faces challenges such as infrastructure limitations and human capacity. Investment in technology and staff training is a main priority. Community, academic, and government collaborations contribute significantly to success. Preservation of tradition must parallel technological innovation efforts. Both museums serve as models of progressive and adaptive cultural management.

Digital infrastructure in these museums continues to evolve to meet the demands of a new era. Observations point to investments in computers, internet networks, and collaborative applications.

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The updating of technology must be supported by intensive training for managers. Museums develop digital spaces as centers of information and communication. Improvement of information systems boosts operational management and visitor services. Enhanced technological infrastructure ensures digitalization sustainability.

Policy support from local and national governments is a significant factor in museum development. Museums gradually align with regulations and standards of technology management. Policy support facilitates access to funding and resource development. Clear regulations increase stakeholder confidence and support. Museums actively engage in government programs to promote digital culture. Such policy frameworks lay the foundation for management innovation.

Lastly, museums play an important role in developing Makassar's cultural tourism. Digitalization helps museums promote themselves and cultural tourism nationally and internationally. Digital approaches facilitate wider and more diverse visitor interaction. Museums are a key element in Makassar's branding strategy. Digital innovation strengthens museums' roles as educational and cultural centers. Digital technology contributes substantially to the growth of the local creative economy.

3.2 Investigating Digitalization Practices within Museum Management

This research centers on exploring the integration of digital technology within the management frameworks of Museum La Galigo and Museum Mandala. Utilizing only direct observations without interviews, the study aims to understand various technological applications in archiving, visitor education, and interactive services. Among the findings, Museum La Galigo prioritizes enhancing internal operations through interactive media and audiovisual learning tools. Contrastingly, Museum Mandala focuses on digital outreach and engagement using social media platforms and its official website. Significant challenges were observed in infrastructure availability and staff capability, which currently limit the full use of digital technologies. Nonetheless, the adoption of digital tools has notably improved service quality and increased visitor engagement. These observations offer valuable insights into urban museum digital transformation.

At La Galigo, digital technologies are incorporated through touchscreens and educational videos that enrich visitor interaction with cultural heritage. However, there remain notable limitations including funding constraints and insufficient ongoing staff training regarding emerging technologies. In contrast, Mandala maintains active social media channels and website updates to enhance communications and public relations. These digital promotional activities indicate an institutional commitment to modern engagement, albeit with operational hurdles such as device upkeep and resource allocation. The study highlights the urgent demand for sustainable funding and systematic training programs to sustain these digital initiatives. Observational data stress the importance of linking internal digitization efforts with broad digital communication strategies. This combined approach is vital for museums seeking to maximize technological benefits.

The museums' digital management approaches vary according to their collections' nature and the targeted visitor demographics. La Galigo provides intimate, hands-on digital educational experiences to familiarize visitors with their cultural assets. Mandala focuses more on utilizing digital channels to broadcast its narratives effectively to a wider audience geographically. This strategic diversification reflects how institutions tailor technology use to fit their mission and identity. Field data reveal that such well-considered digital innovation strengthens operational efficiency and enriches visitor experiences. However, ensuring the sustainability of these practices requires well-planned strategic investments. This exploratory view presents a detailed panorama of museums innovating digitally in context-dependent ways.

One of the foremost barriers involves the digital literacy and competence of museum staff. Several team members displayed limited proficiency with existing digital platforms and tools, spotlighting an urgent requirement for continuous education and skills enhancement. Additionally, technical infrastructure such as reliable internet connections and high-quality hardware often proved inadequate, impacting the smooth delivery of digital content. To address these issues, museums must prioritize professional development and infrastructure investment. Properly equipping staff will not

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only improve digital service delivery but also foster adaptability. Establishing formal and recurring training protocols may become key in overcoming current limitations. This strategy will cultivate greater resilience and capability in digital museum management.

Advancements in digital tools are also transforming how visitors interact with exhibit content. Multimedia and audiovisual enhancements provide various cognitive and sensory learning approaches tailored to diverse visitor preferences. These technological additions complement traditional exhibition methods, adding value without diminishing the authenticity of the cultural experience. Striking a deliberate balance between modern and traditional approaches ensures educational depth and emotional resonance. Technology, therefore, serves as an adjunct to enhance visitor engagement meaningfully. Observational findings affirm that digital solutions are integral educational assets rather than mere novelties.

Managing digital archives and databases has proven to substantially increase the efficiency of collection documentation and information retrieval. The digitization of archives accelerates the ability to search, catalog, and monitor collections in real-time. This capability reduces risks of physical damage or misplacement of artifacts. Digital data management also simplifies reporting activities and institutional assessments. Employing digital tools in administrative processes fosters timely and informed decision-making. Museums that harness effectively structured digital databases demonstrate enhanced responsiveness and adaptability. Documentation innovation thus remains a foundational element in contemporary cultural heritage management.

Collaborative efforts among stakeholders significantly amplify digital transformation processes. Observation records active coordination forums involving museum managers, government entities, community stakeholders, and academic partners. Government contributions include policy support and funding facilitation, enabling technological advancements. Academics contribute through tailored training programs and research that enrich staff capabilities and technology use. Community engagement remains pivotal in heritage preservation and public education missions. Such collaborative ecosystems create sustainable foundations that surround digital projects with broad-based support. Yet, opportunities exist to further systematize communication channels for higher effectiveness.

Creating diverse, innovative digital content stands as a core priority in maximizing digital museum initiatives. Both museums have commenced integrating multimedia, mobile applications, and emerging virtual reality technologies to diversify educational offerings. This approach aims to attract wider demographics particularly younger audiences raised in digital environments. Content curation emphasizes cultural authenticity alongside accessibility and clarity. High-quality digital content acts as a draw for visitation and learning engagement. Ongoing creative advancements are essential for museums striving for relevance and competitiveness. Dynamism in digital content fosters a sustained cultural dialogue.

Digital management must continually adjust to fast-paced technological advances and evolving visitor expectations. Strategic innovation and forward-looking planning are crucial success factors in digital transformations. Continuous investments in hardware, software, and human capital create a viable technological ecosystem. Technologies must be deployed inclusively, facilitating seamless access for a broad audience. Prioritizing user-centered experiences enhances satisfaction and engagement. Findings underscore the necessity for integrated, adaptive digital management frameworks. Museums that proactively embrace technological change position themselves at the forefront of cultural education.

3.3 Strategic Recommendations for Enhancing Museum Digitalization

Strengthening technological infrastructure is a vital step toward sustainable digitalization at Museum La Galigo and Mandala. It is essential to invest in advanced hardware and stable internet connectivity to ensure smooth digital operations. In addition, routine maintenance and system updates must be prioritized to prevent technical disruptions. Strong infrastructure forms the backbone for managing technology and enhancing visitor experience. Utilizing modern technologies such as cloud computing and web-based solutions are also efficient options. Consequently, infrastructure improvement plays a central role in sustaining museum innovation.

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Enhancing human resource capacity is fundamental for ensuring successful digital transformation. Regular and systematic training is required to develop staff proficiency in the latest digital technologies. Aside from technical skills, training on digital ethics and security should also be included. Equipped with such knowledge, staff will effectively operate devices and deliver quality services. Investing in human resource development is a long-term priority. Management should provide adequate support and motivation to facilitate ongoing learning.

Collaboration among stakeholders including government, academia, community, and private sector is the cornerstone of effective and sustainable digitalization. The government provides regulations, policy support, and funding to advance technological development. Academics serve as strategic partners offering training and research aligned with museum needs. Local communities participate actively in cultural preservation and educational initiatives using digital tools. Private entities contribute resources and technology support. This synergy creates a comprehensive ecosystem that supports museum operations and innovation. Effective partnerships ensure smooth and optimal program implementation.

Developing diverse and engaging digital content is crucial to maximize the use of technology. Both museums have started integrating multimedia, mobile applications, and augmented or virtual reality to enrich education. Creating content that honors cultural heritage and historical accuracy preserves museum authenticity. Innovative content attracts broader audiences, especially younger generations accustomed to digital interaction. Digital content quality directly influences visitor engagement and attraction. Continuous content innovation is essential for maintaining museum relevance and competitiveness.

Implementing structured monitoring and evaluation systems is necessary for successful and evolving digitalization. Monitoring provides detailed progress reports and identifies challenges in real-time. Evaluation offers a basis for improving and adjusting strategies. Ongoing assessment enables museums to respond proactively to technology and visitor demands. Further studies are recommended to explore emerging innovations and digital trends. Evaluation data is crucial for effective and efficient digital management. These oversight mechanisms are key enablers of technological success.

Digitalization opens new horizons for museums to manage data strategically and efficiently. Digital collection and visitor data must be collected, stored, and analyzed holistically. Data analysis enables museums to comprehend visitor preferences, allowing for tailored programming. Such insights optimize promotional and educational efforts for enhanced outcomes. Big data and analytics technologies provide tremendous added value to museum experiences. Comprehensive data management reinforces managerial decision-making processes. Leveraging advanced data integration is foundational in modern digital museums

Building a solid digital infrastructure must be accompanied by robust security measures. Museums need to safeguard collection data and visitor privacy from cyber threats. Deploying encryption, firewalls, and regular data backups are mandatory practices. Staff must be continually educated on cybersecurity protocols. Strong security enhances visitor trust and stakeholder confidence. Information security is integral to successful digital initiatives. Museums that effectively manage security are better positioned for long-term success.

Cultivating an innovative and adaptable organizational culture is crucial for digital transformation. Leadership commitment to openness and creativity empowers staff to actively engage in digital change. Providing opportunities for innovation accelerates adoption and integration of new technologies. A supportive work environment fosters positive change and technology acceptance. Visionary leadership determines the pace and success of digital transformation. An innovation-oriented culture bridges technological advancement and cultural preservation. Organizations that nurture this culture remain relevant and competitive.

Increasing visitor education and outreach on digital tools usage enhances museum engagement. Clear and accessible user guides improve visitor satisfaction and comfort. Empowering visitors to use technology effectively helps ensure smooth interactions. Augmenting public digital literacy furthers technology acceptance in cultural settings. Effective communication enhances the museum's

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image and visitor appeal. Educational initiatives become essential components of digital transformation. Engaged visitors contribute to sustaining technological advancements.

Strategic partnerships with educational and research institutions deliver substantial benefits. Academics provide valuable expertise, training, and research support for technological enhancement. Collaboration enriches human capital development and fosters continuous innovation. Joint research broadens the scope and impact of digital projects. Partnerships also open avenues for funding and access to cutting-edge technology. Education sector collaboration catalyzes rapid technological adoption. Museums embracing such alliances accelerate growth and innovation.

4. CONCLUSION

In conclusion, digitalization efforts at Museum La Galigo and Museum Mandala have significantly contributed to enhancing museum management and services. The application of digital technology, focusing on developing infrastructure and human resource capacity, has enriched visitor experiences and broadened access to cultural education. However, challenges remain, particularly concerning equipment limitations and staff technological expertise. Continuous support and multi-stakeholder collaboration are key to overcoming these barriers. Increasing synergy between internal and external digitalization will lead to more effective and innovative museum management. This study offers deep insights into the dynamics of digitalization within urban museum contexts. Digitalization also forms an essential foundation for museums to stay relevant in the information technology era.

The strategic recommendations emphasize the importance of building stable and modern technological infrastructure alongside developing competent human resources. Close collaboration with government, academia, communities, and private sectors is essential to foster a sustainable digital ecosystem. Digitalization must be coupled with creative and adaptive digital educational content tailored to contemporary visitor needs. Regular monitoring and evaluation systems will facilitate responsive adjustments to digital strategies. Data and system security are critical aspects that require serious attention. Strengthening an innovative organizational culture and visitor education programs further support digitalization sustainability. With the right implementation strategy, museums are expected to transform into modern, adaptive, and progressive cultural institutions.

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