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Review: Delivering Impact with Digital Resources: Planning Strategy in the Attention Economy

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Delivering Impact with Digital Resources: Planning Strategy in the Attention Economy. By Simon Tanner (London: Facet Publishing, 2020. xxxiv, 244pp.)

Simon Tanner's *Delivering Impact with Digital Resources: Planning Strategy in the Attention Economy* is a clear, but very technical, manual on creating assessment metrics for digital resources using the Balanced Value Impact (BVI) model that he updated for use in the GLAM field. Coming into this book, having only read the title, I assumed I would learn about successful options for digital programs, but this book makes the case for the creation of assessment metrics as part of the digital project and explains how to create that assessment framework.

Tanner created and published *Measuring the Impact of Digital Resources: The Balanced Value Impact Model* (2012). *Delivering Impact* is updated specifically for practitioners in the GLAM (Galleries, Libraries, Archives, and Museums) community, identifying assessment needs that are less focused on revenue generation and more on a system of access and use (but also on convincing organizational decision makers of the importance of these digital projects). In his introduction, he explains that digital projects are often created to provide enhanced access to collections with long-term retention of sustainable digital resources and an increased engagement with the materials by their community. He further explains that the expectation is that these projects will continue with "ever-increasingly efficient means and within a reduced budget." Basically, GLAM professionals must constantly make the case for resource allocation, and assessment metrics offer strong, structural reasoning for continued resources. While GLAM institutions don't necessarily have a financial return on investment, Tanner points to non-quantitative metrics like an appeal to tourism, visitor numbers, and esteem and offers the BVI Model as a way to measure them.

The book itself is dry and technical, but Tanner structures the book to make it accessible. The introduction walks the reader through the book, explaining the overarching takeaway from each chapter. Each of the first five chapters start with a series of definitions and clarifications on the use of these terms. Each chapter promotes the use of bullet points and diagrams over long-winded narratives which is necessary, because the BVI model is very detailed and includes five stages with considerable options for each stage. In addition, the first five chapters offer context for the BVI Model while chapters six through eight act as a walkthrough of the product. The final chapters develop the concept of impact (as opposed to the outputs and outcomes that Tanner succinctly defines as "direct products" and "specific changes and consequences," respectively) and calls for the embedding of reflection on a project as part of that project to continue a cycle of reflection and improvement.

Delivering Impact is a comprehensive explanation of the BVI model and how it works. The addition of 12 case studies give a broad look of how the model can be implemented across a variety of organizations and offers practical explanations of the model at various stages. The charts and diagrams offer a visual format on how the stages relate and interact to offer clarity when the narrative gets bogged down with description – which it does despite the attention to the structure of each chapter. In addition, websites cited in the book such as https://www.bvimodel.org/ and https://www.strategyzer.com/ allow the reader more options to interact with the model. Overall, the book creates an accessible explanation a very thorough conceptual process that creates an embedded assessment metric for constant reflection on the success of digital projects.

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