



Branding Communications Culture & Museums

Skills summary

Work experience

C_Itivia



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Journalist and consultant to cultural organizations based in Rio de Janeiro, Brazil. Focused on communications projects, design and branding management, digital media, publishing, and exhibitions.

- Profound knowledge of the cultural sector and comprehensive understanding of creative projects based on enthusiasm, management skills, and communications strategies: 20+ years serving private and public sector clients, including museum institutions
- Background as an entrepreneur engaged with several projects as a teacher/lecturer/workshop producer, curator, and book editor. Serving as ICOM MPR board member.

Cultivia / Consulting services

2011 - PRESENT, RIO DE JANEIRO/PANAMÁ/CROATIA

Communications consultancy helping organizations stay relevant:

- Communications counseling for the reconstruction design of the **Museu Nacional** (National Museum) in partnership with Expomus/Unesco (2023/2024).
- Communications counseling for **Goethe-Institut Brasil** (2024).
- Strategic planning of the **Museu do Futsal**, **Casa Museu Eva Klabin**, and **Museu das Comunicações e Humanidades** in partnership with Inspirações Ilimitadas (2023/2024).
- Planning and conducting **Everything in a Museum Communicates/ Todo en un museo comunica** workshop in Mexico City, Genoa (Italy), Guatemala, and Tbilisi (Georgia) in partnership with the Training Program of ICOM, ICOM México, and ICOM MPR (2023/2024).



- Planning and conducting the Laboratório Extraordinário during the Encuentro Internacional de Cátedras Extraordinarias de Cultura UNAM in Mexico City (2024).
- Workshop **Global warming is about to fry everyone's minds. Are you ready?**, for the *Museum Leadership in Climate Action* conference in Hernandarias, Paraguay (2023).
- Digital Program on strategic planning for **Museu Judaico de São Paulo** (Jewish Museum of São Paulo), in partnership with Expomus (2023).
- Comprehensive communication plan for **MHC | Museu Histórico da Cidade**, repositioning the institution and its long-term exhibition (2022).
- Conducted research for **Are We There Yet?** – the third global Museums and Branding international survey on institutions' readiness for ICOM's new museum definition. The results were presented at the 26th ICOM General Conference, with the support of ICOM MPR and several ICOM National Committees (2022).
- Conducted **Cultivia in Residence** consultancy program with **MIGK - Museums & Galleries of Konavle** in Dubrovnik-Neretva County in Croatia, in partnership with Gordana Viljetić. The program is a month-long in-house consultancy to create institutional change and build trust with key stakeholders (2022).
- Branding, content, and web development consulting services to **co.liga**, an online school that offers free short-term courses aimed at the inclusion of young people in the creative economy, in partnership with ps.2 arquitetura + design (2021).

Creative consulting and strategic solutions:

- **SESI Lab's** Digital Program, a center for art, science, and technology, in partnership with Expomus and Gabriel Moore (2021).
- **Instituto Cultural Vale** on its museum program in partnership with Jurema Machado and Cicero de Almeida (2020).
- Museological Plan of **Museu do Futebol**, in partnership with Inspirações Ilimitadas (2020).
- **Museu de Arte do Rio/BNDES** MediaLab Program, in partnership with Ambos&& - Arte e Tecnologia (2019).
- Consultant to **Museu de Arte Moderna do Rio de Janeiro**, in partnership with Tecnopop (2019).
- Consultant to **British Council's** Museum Capacity Building Program (2019).
- Branding project for **Aeroportos do Sudeste do Brasil**, including Vitória and Macaé Airports, in partnership with ps.2 arquitetura + design (2017/2019).
- Conducted audience research and branding project for **Museu da Pampulha** at the invitation of the Municipal Department of Culture (SMC)/Municipal Culture Foundation - FMC (2018).
- Branding Advisor to **OF/BY/FOR ALL**, a non-profit organization directed by Nina Simon (2018/2019).



- Collaboration with market research **Hábitos culturais dos Cariocas** and "Cultura nas Capitais" carried out and published by **JLeiva** (2018/2019).
- Comprehensive repositioning project, including rebranding, content, and digital strategy for the **Ibermuseos** project, with ps.2 arquitetura + design (2017/2019).
- **Museum Week** Latin America Coordination (2017/2018).
- Provided branding consulting and strategic solutions to **Biomuseo** (2016).
- Special advisor and jury coordinator of the **Panamá 500 Años** brand contest (2016).
- Creating the original concept, media production, and communication management for the **From the Margin to the Edge: Brazilian Art and Design in the 21st Century** exhibition. Content production coordination of audio guides, digital media, and social media (London, 2012, with Automatica).
- Branding consulting to [State of Wonder](#) online art gallery (2012).
- Creation and production of a digital video promo series for [Alliance Française](#) (2012).

Capacity building recent activities:

- Professor of Innovation in Museums, Branding and Communication Strategies of the **MBA in Museum Management** (UCAM/ABCG, 2015-2023) and **MBA in Management and Innovation in Cultural Institutions** (Expomus/ABCG, 2023).
- Remote courses and lectures for **Bilgi Üniversitesi'ndeki** (Turkey) and **Fundació IL3 - Universitat de Barcelona**, Spain (2022).
- **Museos: estrategias de comunicación y vinculación** online mini course for Ibermuseos (2020).
- Guest Teacher/master classes for courses **Laboratorio TyPA de Gestión en Museos** (Buenos Aires, 2016/2017); **Gestão e Produção Cultural** (FGV, 2015-2022); **MBA em Gestão de Museus** (UCAM/ABCG, 2016-2022) and **Cidades Criativas: Empreendedorismo e Inovação** (PUC - RJ, 2015).
- Mentor of the **HiperMuseus** program, addressing the topic of Digital Relevance. Moderator of the **HiperMuseus International Seminar** (2019).
- Professor at **ICOM-ITC Training Workshop: Promoting your Museum - Make it relevant and attractive** held at Fuzhou Fujian Museum, China (2018).
- Curatorship of **Taller de innovación y tecnología interactiva en espacios culturales** at Biomuseo/SENACYT (2017).
- Conducted traveling workshop **Nothing but the Truth** in several cities ([Medellín](#), [Lisbon](#), Rio de Janeiro, [Panamá](#), [Buenos Aires](#), [Lima](#), and Istanbul (from 2015 to 2019).



Lectures and conferences, recent activities

- Speaker/moderator at Rio Innovation Week: **Museums, past and present, tradition and contemporary times** (2023).
- Speaker and Moderator at the **Museo Reimaginado** conference (Buenos Aires, 2015; Medellín, 2017 and Oaxaca, 2019).
- Keynote speaker at the [Noite Europeia dos Investigadores](#) (Lisbon, 2017) and [ICOM MPR Annual Conference](#) (Taichung, Taiwan, 2014).
- Lectures on branding and the future of museums at international museum conferences: [Museums and the Web](#) (Portland, 2013); [Museum Next](#) (Amsterdam, 2013); [Museum Computer Network](#) (Montreal, 2013; Dallas, 2014, and New Orleans, 2016); [Seminário Transmuseu](#) (São Paulo, 2014); Rodadas do Conhecimento (Ibram, Brasília, 2014); [Museums for a Sustainable Society](#) (Rio de Janeiro, 2015); [Festival SESI Cultura Digital](#) (MAR, Rio de Janeiro, 2015); [Seminário Fomento Presente](#) (Museu do Amanhã, Rio de Janeiro, 2016), and [8º Encontro Paulista de Museus](#) (São Paulo, 2016).
- Lectures on project management at [Casa Galván/UAM](#) (Mexico City, 2016); [SuperLab Sessions](#) (Rio de Janeiro, 2015).
- Session moderator of conferences promoted by the British Council (Rio de Janeiro, [2015](#) and [2016](#)).
- Vice-Chair of MCN's Media Production and Branding Special Interest Group ([SIG](#)) (2015/2016).
- Member of the proposal review committee for Museums and the Web Conference (2015/2018).
- [Media and Technology MUSE Awards](#) juror (2015/2017) and chair (2018).
- Producer and presenter of [Museums Showoff: Rio](#), a local chapter of the international open mic event featuring curators, conservators, librarians, collectors and students (Rio de Janeiro, 2014, 2015 and 2016).
- Curator of the exhibition [André Stolarski: Fale mais sobre isso](#) (2014)
- Curator and organizer of the [Museums and Creative Cities: Innovation, Connection and Culture](#) conference (2012).

MAM Rio / Brand and Communications Manager

2020 - 2021, RIO DE JANEIRO

Leading role in the institutional transformation process of the Museum of Modern Art of Rio de Janeiro: enhancing the public value of the museum and expanding public access through digital experiences. Delivering:

- Positive brand perception: created strategies for new dialogues with different segments through social media, website, or exhibition space.
- Regular data collection and analysis to better understand the organization's behavior and better management decisions.

MAC PANAMÁ



- AV production: focus on digital audiovisual production, serving all areas of the museum and press during the COVID-19 pandemic.
- Promotional communication: regular radio/print ads to support fundraising strategies.
- Value to the sponsors (individuals or corporations): ensuring the proper brand visibility and offering different options for partners to engage with the museum.

MAC Panamá / Brand and Communications Manager

2017 - 2017, PANAMÁ

In-house consultant for the Museum of Contemporary Art, supported by a grant from Fundación Heurtematte.

Development of internal, business, communication and brand management processes, delivering:

- Created a new institutional approach based on an open and welcoming museum.
- Coordinated branding and communications strategies.
- Designed audience development strategies that resulted in a profound institutional transformation: building trust with local communities, sponsors, and institutional partners, leading to a 106% increase in the general audience attendance in 2017, followed by a 111% increase in 2018.
- General advisor to the executive director and board of directors.
- New business and sponsorship model, creation of special fundraising projects and increased box office revenue through suggested donations.
- Team training procedures for welcoming visitors and mechanisms for listening to the local community.
- Audience identification for service design strategies, development of the museum's brand book, new tone of voice on social media channels and digital media production, and general art direction.

Fundação Roberto Marinho / Museum Communications

Consultant

2013 - 2016, RIO DE JANEIRO

As an in-house consultant, created and coordinated long-term strategies for museum projects developed by Roberto Marinho Foundation, an education and heritage non-profit organization. Delivering:

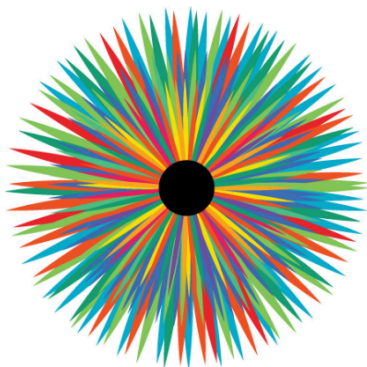
Museu do Amanhã [Museum of Tomorrow]: Proposed, planned, and implemented digital strategy including an in-gallery digital assistant and a content management system integrating website, app, and digital signage. Also produced digital video content marketing.

Museu da Imagem e do Som [Museum of Image and Sound]: Planned branding development and communications activities, including an online brand book, promotional design, website, video production, and social media management.

Paraty Cultural (Paraty) and **Paço do Frevo** (Recife): Branding and communications consultancy.

Museu da Moda / Executive Manager

2011 - 2012, RIO DE JANEIRO



Planning and executive management of the Rio de Janeiro's Fashion Museum.

Responsible for planning the museum's institutional program. Executive oversight of the restoration of the Casa da Marquesa de Santos. Brand and communications management.

Tecnopop / Founder - Senior Partner

2000 - 2011, RIO DE JANEIRO

Founder of leading design and branding studios in Rio de Janeiro focused on major cultural institutions.

- Leading role in management, planning, business, and agile project management for multiple projects with contractors and full-time staff (20+ employees).
- Business strategies led to a significant increase in market share and revenue.
- Creative manager of relevant projects such as the portal of the State Secretariat of Culture of Rio de Janeiro; Brasil Rural Contemporâneo national fair; and Senac Rio rebranding and Free Zone multimedia art tour in four cities with a 100+ team of artists, musicians, and performers.
- Tecnopop was recognized as one of the most respected companies in its sector, winning awards such as the [Communication Arts Award of Excellence](#) at the 48th Annual Design Exhibition, Official Honoree at the [2008 Webby Awards](#), and elected twice as Design Company of the Year by [Prêmio Colunistas](#) in 2007 and 2009. Selected for the New York Art Directors Club Exhibition (2007) and the [Latin America Graphic Design Catalogue](#) (Taschen).



Zot Multimedia / Founder - Partner

1995 - 1999, RIO DE JANEIRO

Founder of pioneer experimental multimedia studio in Rio de Janeiro focused on the cultural sector.

- Created projects for Brazilian contemporary artists: Antonio Dias, Chelpe Ferro, Iole de Freitas, Waltercio Caldas, José Resende, and Raul Mourão – including websites, CD-ROMs, and versatile multimedia projects customized for floppy disks.
- Pioneered multimedia kiosk productions for cultural institutions in Brazil, such as Paço Imperial and Academia Brasileira de Letras.

Franco, Celano & Baroncelli / Content - Editor

1992 - 1995, RIO DE JANEIRO

Produced and edited corporate publications, including Annual Reports, internal magazines, video production, and promotional materials to clients such as British American Tobacco, Vale do Rio Doce, and Fininvest.

By the Book / Founder - Partner

1990 - 1992, RIO DE JANEIRO

Created and managed a bookstore with partner Daniel Chomsky while remaining a regular collaborator of the Tribuna da Imprensa and the Jornal do Brasil weekly literary supplement.

- The business set a new model for second-hand bookstores in Rio: a clean, relaxed, and enjoyable place with selected titles, differentiated service, a bar, and intensive cultural activities.
- By the Book was elected twice as a "Cool Places to Visit" by the Jornal do Brasil weekly arts magazine.



Several publications / Freelance Reporter

1986 - 1991, LISBOA / RIO DE JANEIRO

Wrote various articles on culture and the arts in the early stages of the innovative Portuguese newspaper [O Independente](#) by invitation of [Miguel Esteves Cardoso](#).

Ogilvy & Mather / Internship

1985 - 1986, RIO DE JANEIRO

General support to the creative department.

Museu da Imagem e do Som / Internship

1985 - 1986, RIO DE JANEIRO

Supported cataloging of National Radio archive, video collection, audience services, and event productions, such as **Quintana dos 8 aos 80**, **Rádios Livres** and **10 anos de Punk**.

Education

Faculdades Helio Alonso / BA in Journalism

1992 - 1994, RIO DE JANEIRO

Universidade Nova de Lisboa / Journalism

1987 - 1990, LISBON

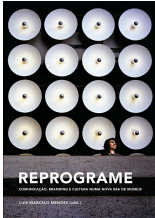
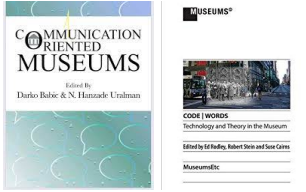
Several courses / Journalism / Marketing / Management

1993 - 2016

Awards

For international design and multimedia festivals, such as **Bienal de Design da ADG** (São Paulo, Brasil); Festival **VIDEOBRASIL** (Internacional Electronic Arts Festival, São Paulo, Brasil); **Bienal do Mercosul** (Porto Alegre, Brasil); **MECAD** - Media Centre d'Art i Disseny (Barcelona, Spain); **Museu de Arte de Macau Interactive Art Show** (Macau, China); **Vidarte - Video y Artes Electronicas** (Mexico City, Mexico) and **II National Biennial** (Lima, Peru).

Publications



Organizer of the **Reprogram** book series, a collection of essays, articles, lectures, and transcripts featuring emerging discussions on Museum Studies investigating transformation in museums.

Author and organizer of books such as [O Fator VDM](#) (on creative projects management). Published in [Portuguese](#) and translated to [Spanish](#) in Mexico as El Factor VVM.

Author of exhibition documentary and catalog [André Stolarski: Fale mais sobre isso](#) and book [Logotipo versus Logomarca: A luta do século](#) in partnership with designer Bruno Porto.

Contributor of essays to international publications Communication Oriented Museums (ICOM ICTOP), CODE | WORDS Technology and Theory in the Museum (MuseumsEtc, United Kingdom) and Museum Branding: Redefining Museums for the 21st Century (Chinese Museum Association, Taiwan).

Museus e Públicos: Mudanças for the publication Cultura nas Capitais (JLeiva, 2018) and collaborated with Gordana Viljetić for the article [The House Bukovac Experience – The 2022 Visitor Survey Results as a Starting Point of the Institutional Screening and Potential Policy Changes at the Museums and Galleries of Konavle](#).
