

# DIGITAL STRATEGY

# MUSEUM FÜR KUNST UND GEWERBE HAMBURG

VERSION 1.0

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*“Schon heute wünschen sich immer mehr Internetnutzer,  
mit der Vielfalt digitaler Kulturgüter kreativ und schöpferisch  
umgehen zu können.”<sup>1</sup>*

## CONTENTS

1. INTRODUCTION
2. ANALYSIS OF CURRENT SITUATION
3. VISION FOR 2017–2019: VISITOR-ORIENTED, OPEN, SUSTAINABLE
4. OBJECTIVES AND INITIAL MEASURES

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<sup>1</sup> „More and more internet users today are already looking for ways to handle the variety of digital cultural assets available creatively and productively” | Axel Zweck u.a., Gesellschaftliche Veränderungen 2030. Ergebnisband 1 zur Suchphase BMBF Foresight Report Zyklus II, Düsseldorf 2015, S. 82. [https://www.bmbf.de/files/VDI\\_Band\\_100\\_C1.pdf](https://www.bmbf.de/files/VDI_Band_100_C1.pdf)

# 1. INTRODUCTION

How can we remain relevant in the digital age as an institution with an educational mandate? How can our products and services meet the changing needs of a digital society? How can we continue to convey cultural heritage and cultural identity and reach even more people through digital offerings? What social impact do our digital offerings have?

This document examines these pressing questions and presents a strategic framework for the digital evolution of the Museum für Kunst und Gewerbe Hamburg (MKG) over the next two years. It is designed to provide guidance for internal developments, define the public position of the museum, and set out initial measures to be taken. The actual tactical implementation will be defined based on evaluations to be carried out and must then be adapted flexibly according to their results. This strategy paper therefore formulates an overarching vision and takes the form of a “living document” that will continually evolve. Our aim is to be able to integrate the digital strategy into an adjusted organizational strategy and to tie it to a digitization strategy and a content and audience development strategy that is still to be elaborated.

The Museum für Kunst und Gewerbe Hamburg was founded to inspire people with examples of human creativity and to share the associated knowledge with as many people as possible. The targeted digital measures will carry our founding mandate forward into the digital age. We understand “digital strategy” here as an integrated approach that affects many areas and develops both digital and analogue aspects hand in hand.

Because we also understand digital strategy to be a cross-disciplinary task, the strategy will be developed by a cross-departmental working group from the areas of Education and Outreach, Digital Cataloguing, Marketing, and Public Relations. Colleagues from other departments will be consulted as needed depending on the issues involved. In addition to regular team meetings, two moderated workshops have been held to introduce the team members to the basics of digital strategy development for museums (Definition, Visitor Journey, Empathy Mapping, Persona Development, Theory of Change) and promote a general understanding of the subject matter.<sup>2</sup>

We will continue to obtain helpful feedback in the future from international colleagues and professionals who will accompany our further digital development as an Advisory Board.<sup>3</sup>

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<sup>2</sup> We also used the Digital Strategy Canvas from Cogapp for orientation on developing a digital strategy (<https://www.cogapp.com/digital-strategy-canvas>). Our thanks to Christian Gries, Janus Media, Munich, and Nils Pokel, Digital Experience Manager, Auckland Museum, New Zealand, for their valuable advice and feedback on our ideas.

<sup>3</sup> Apart from Nils Pokel, the members include Simon Tanner, Professor of Digital Cultural Heritage, King’s College London, and Harry Verwayen, Deputy Director, Europeana Foundation, The Hague.

## 2. ANALYSIS OF CURRENT SITUATION

The Museum für Kunst und Gewerbe Hamburg has already developed numerous digital enhancements that reach out to visitors and accompany them at every station of their “visitor experience,” i.e. before, during, and after their digital or analogue museum visit.

### DIGITAL PROJECTS AND AREAS

The MKG [website](#) records over 500,000 visits per year, and rising. This also applies to all other digital channels, such as [Facebook](#) (currently over 19,000 followers). The fashion blog “[Stilbrise](#)” reached over 150,000 visits and the microsite for the special exhibition [Fast Fashion](#) has counted by today nearly 100,000 users. [MKG Sammlung Online](#), with over 55,000 downloads and more than 145,000 internal searches, as well as a share of over 32 percent of returning visitors and an average length of stay of nearly six minutes, boasts a very high level of audience engagement with audiences not only in Germany but worldwide: The visitors come from 112 different countries. This demonstrates the enormous potential of digital offerings.

More important than mere user numbers, however, is the added value generated for society by digital offerings. In cooperation with Europeana, we are therefore developing with international experts on the Europeana Impact Task Force a [Toolkit](#) for impact assessment that will also be used for further steps in planning for change at MKG.

At MKG, there is no central department responsible for managing all digital offerings. Our digital projects are supervised by various departments (Education and Outreach, Digital Cataloguing, Marketing, Public Relations, and also the Collection departments on a project-for-project basis). The products are hosted by two providers and developed and maintained with the help of various external service providers.

Except for the website and social media communication, our digital offerings have up to now been realized on the project level, and tied to project funding. This means that it has thus far been possible only to a limited extent to sustainably maintain and network such offerings. The same applies to MKG Sammlung Online. The continuous and strategic development of digital products requires additional human resources and ongoing budgets, which did not previously exist. In the field of digitization as well, additional resources are required to generate continued high-quality and innovative content in the form of images and moving images (photogrammetry/multimedia). Furthermore, digital content must be prepared with sustainable and efficient knowledge management in mind. Such content must be adapted to the needs of the specific target groups identified or the selected channels and linked across media with analogue publicity activities.

In the day-to-day work processes, access to digital content must be optimized and ensured anywhere, anytime through appropriate server and internet capacities as well as collaborative digital tools.

### AUDIENCE

MKG has not yet developed a dedicated audience development strategy. A first step in this direction is

to find out more about our audience and its needs. We have therefore continuously conducted visitor surveys since 2012. These show that our audience's use of the internet is above average and the vast majority of our visitors obtain information about the museum digitally.

Our digital offerings are also evaluated on an ongoing basis. An assessment of the results and of the digital analysis tools used showed that, with the help of enhanced and uniform measuring instruments and a digital survey, we can effectively extend the data basis in order to identify, quantify, and strategically develop specific customer segments.

## ENVIRONMENT ANALYSIS

*"In a (working) world dominated by information and knowledge as resources, people are more dependent than ever on the accessibility and usability of content. Integrating such content simply and making it useful for your own work is thereby essential if you want to make the best use of existing knowledge, advance the state of knowledge, and eventually pass it on to others."*<sup>4</sup>

With the introduction of its Open Access Policy in 2015, MKG not only responded to current global social trends – such as the decentralization of knowledge production, the involvement of citizens as actors, and the increasing emphasis on individual creativity for the formation of identity and for value creation in the knowledge society (co-creation) – but showed that it is actively involved in shaping them. In this context, MKG's offerings are also relevant for Smart City developments. The open data made available by MKG is already being used for Big Data analyses in scholarly research on Digital Art History ([Coding Dürer](#), [Artigo](#)), giving rise to new concepts in information visualization.<sup>5</sup>

Now we need to take further action in the areas of digital technologies and services, including the integration of [IIIF](#) (International Image Interoperability Framework), photogrammetry, and 3D models for future use in virtual reality contexts or as part of the Internet of Things (IoT).<sup>6</sup>

There is also still development potential in the area of gamification, which is making inroads into more and more areas of life, or in terms of offerings such as Massive Open Online Courses (MOOC).

The plan is to continue to expand on the potential of societal developments on both analogue and digital fronts in cooperation with the maker community, for example based on the already successful collaboration with the e-Commerce website Etsy.com.

Our digital products take their cue from international trends. We have already attracted international attention with our Open Access Policy<sup>7</sup> and have put MKG on the digital map as an innovative pioneer with projects like the iBeacon audio tour and MKG Sammlung Online. To enhance our reputation among the broad public, it is important to communicate these successful results more effectively.

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<sup>4</sup> Zweck et al., p. 83.

<sup>5</sup> *The NMC Horizon Report: 2016 Museum Edition*, p. 44f. <http://cdn.nmc.org/media/2016-nmc-horizon-report-museum-EN.pdf>

<sup>6</sup> Cf. *ibid.*, pp. 42f. and 46f.

<sup>7</sup> Museums in the digital age: insights from the Museum für Kunst und Gewerbe Hamburg <https://pro.europeana.eu/post/museums-in-the-digital-age-insights-from-the-museum-fuer-kunst-und-gewerbe-hamburg>

### 3. VISION FOR 2017–2019: VISITOR-ORIENTED, OPEN, SUSTAINABLE

#### OUR SELF-IMAGE

The visitors are the focus of all our activities. We see it as our mission to arouse their curiosity for the MKG collections through high-quality digital offerings that enable them to make inspiring discoveries and which thus foster their own creativity, innovative ideas, and knowledge.

Here we pursue an Open Access Policy that encompasses all of MKG's fields of action and activities. In this way, we contribute to the development of a creative, open, and informed society.

We see our digital offerings as non-material value creation in the digital space, with added value in particular for our Hamburg location and for society.

#### OUR VISITORS

Analogue and digital visits are of equal value to us.

We see our visitors as partners whose needs we take seriously. Their knowledge, their experience and creativity are valuable for us, complementing and enriching our work.

We facilitate interaction and dialogue with and among our visitors on different channels.

#### OUR OFFERINGS

We develop digital services for different target groups. By providing individual means of access and barrier-free offerings, we try to be open to one and all.

We also extend our exhibition practice into the digital space.

The basis for the development and ongoing optimization of our digital offerings is the user behavior of our visitors (audience first).

We professionally measure and evaluate the added value our digital offerings provide to society.

We develop new digital offerings based on available data and in a transparent and participatory manner.

#### OUR INFRASTRUCTURE

We implement an infrastructure that allows for creating and storing digitized material (including Born

Digitals) in various formats, as well as enabling us to collect contemporary objects in the fields of digital art, games, websites, etc. and to lastingly preserve them.

We strive for sustainable data networking of the data created, orienting our work on the prevailing international standards (Linked Open Data).

We connect our digital offerings across media and implement them in a scalable and lasting way. We observe the COPE principle (Create Once Publish Everywhere).

We adapt our internal working methods to the requirements of digital product development (Minimum Viable Product).

We align our staffing structure according to the need for continuous optimization of our digital offerings.

Our Open Access Policy entails the development of new business models in the field of digital offerings.

## OUR ENVIRONMENT

In accordance with cultural trends in the knowledge-based society, such as participation and co-creation, we enable continued use of digital content through our Open Access Policy.

We use open systems, open source software, and open interfaces.

In order to offer digital services at the highest level, we take advantage of innovative developments for the digitization and accessibility of content.

We participate in the international exchange and discourse on digital issues, in order to provide sustainable offerings.

## 4. OBJECTIVES AND INITIAL MEASURES

### OBJECTIVE: ACT IN A DATA-BASED AND USER-CENTERED MANNER

- Install uniform analysis tools
- Digital surveys for the website and MKG Sammlung Online
- Develop personas and compare with analyzed data
- Create visitor journeys for the individual personas
- Adapt product development of the website and MKG Sammlung Online according to findings

### OBJECTIVE: FACILITATE USER COMMUNICATION AND PARTICIPATION

- Provide a digital infrastructure for visitors (Wi-Fi)
- Incorporate user-generated content on the website
- Actively link in external projects that originated with MKG content
- Make all digital offerings fully responsive and easy to access

### OBJECTIVE: ENCOURAGE INTERACTION AND DIALOGUE WITH USERS

- Make social media communication more community-oriented: Interact more and systematically, comment, share user-generated content
- Define hashtags, use across media, and communicate their use
- Integrate tools for social media evaluation

### OBJECTIVE: ENABLE OPEN ACCESS

- Make sure rights for the production of digital content and its cross-departmental use in-house are clarified and extend them to all digital products
- Implement open interface (API)
- Make image content available for direct download in high resolution from MKG Sammlung Online

### OBJECTIVE: STIMULATE KNOWLEDGE PRODUCTION AND CREATIVITY

- Provide image data on Wikimedia Commons
- Wikipedia workshops on collection subjects at MKG
- Participation in hackathons such as Coding da Vinci
- Collaborations involving the creative use of the collection

## OBJECTIVE: MAKE MORE DIGITAL CONTENT AVAILABLE FOR DIFFERENT TARGET GROUPS

- Prepare the existing digital data for online use
- Examples of social media channels with content from various museum departments
- Expanded enrichment of content and multimedia preparation

## OBJECTIVE: HIGH-QUALITY AND INNOVATIVE DIGITIZATION AND AVAILABILITY OF DATA

- Integrate IIIF into websites
- Photogrammetry/3D digitizing
- Make 3D models available under open license

## OBJECTIVE: SUSTAINABLE DEVELOPMENT

- Impact Assessment, Planning for Change workshop
- Network the generated content and data centrally in the museum database
- Prepare data for sustainable tracking

## OBJECTIVE: INTERNATIONAL EXCHANGE

- Publish digital strategy
- Take part in international conferences
- Participate in Europeana working groups
- Consult the Advisory Board

## OBJECTIVE: ADAPT WORKING HABITS

- Ensure accounts and data can be accessed anywhere, anytime
- Agile product development with the goal of a Minimal Viable Product (MVP)
- Use a uniform Digital Asset Management System

Hamburg, 10 October 2017