



**Digital Strategy of the
Historical Museum
of Gdańsk for the years
2016-2018**

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Digital Strategy of the Historical Museum of Gdańsk describes the areas of digital development for the years 2016-2018.

Gdańsk, Poland 2016



The Museum

The Organizing body

The Historical Museum of Gdańsk is a local-government institution run by the municipality of Gdańsk, Poland.

The Board

The Board is a legal body supervising the museum in fulfilling its mission and responsibilities towards the society, as described in the Polish Museums Act. It also assesses the museum's activities on the basis of an annual report and evaluates plans for the future on the basis of an annual plan introduced by the head of the museum.

The President of Gdańsk nominated the current board for the years 2013-2017.

Branches

The Museum's headquarters is located in the historical Main Town Hall in Gdańsk. Furthermore, the museum has the following branches: Artus Court, Uphagen's house, Amber museum, Gdańsk Science Museum, Museum of the Polish Post in Gdańsk, the Wisłoujście Fortress and the Guard-house nr 1 at Westerplatte.

The museum also curates the city fortifications, including historical city walls and the guard-tower „Na Zamurzu”.

The historical origin of the buildings that host branches of the museum significantly limits the accessibility for people with disabilities, especially on wheel-chairs. Therefore, the digital accessibility of resources becomes even more important.

The Collections

There are more than 23800 objects in the museum's collections, among which are numismatics, graphics, archaeological and ethnographical objects, products of arts and crafts, military equipment, utilities, photographs, natural history collection and the history collection.

Staff

There are more than 120 staff members, among which 34 are curators of the collections in departments and branches.

Attendance

In the time period 2011-2015 the museum had almost 1,6 million visitors and its web pages were visited by more than 860 thousand users, almost 70% of which were unique.

Financing

The municipality of Gdańsk determines the budget of the museum and delivers it in the form of various subsidies like funds for maintenance and renovation of the museum's branches.

Incomes of the Historical Museum of Gdańsk are: revenue from its business, including the sale of movable property; revenues from rental and lease of assets; subsidies from the state budget; funds received from individuals and legal bodies; finally funds received from other sources.



The current environment

SWOT and PESTLE analysis indicate the basis for taking digital action and its expected benefits.

SWOT analysis

STRENGTHS	WEAKNESSES
<p>Collections of national and European significance</p> <p>Motivation to strengthen the institution's brand</p> <p>Experience in social media channels and video channels</p> <p>Knowledge and skills in developing collections</p> <p>Support for digitization from the museum management</p> <p>Activity within DigiMuz - Intermuseum Digitization Group (6 museums, Pomerania Province, Poland)</p>	<p>Lack of funding for IT professionals and continuous development of competences of staff and investments in infrastructure</p> <p>Insufficient use of the potential of the Internet in activities of the museum, especially in the dissemination of collections</p> <p>Lack of implemented rules and procedures that organize and regulate the process of digitization in the museum</p> <p>Insufficient activity in the national and international museum sector in the area of digitization</p>
OPPORTUNITIES	THREATS
<p>Use of short films and dynamically developing visualization technologies for collections dissemination</p> <p>Use of the potential of online marketing</p> <p>Users strongly focused on online access to the collections</p> <p>Contribution to the reuse of public sector information, especially cultural resources by users by providing high-quality resources in portals like Europeana</p>	<p>Lack of sufficient funds for undertaken aims (e.g. due to the economic crisis or political changes)</p> <p>Insufficient human resources, lack of available specialists in the field of digitization of cultural heritage in museums</p> <p>Limited availability and scope of education in the field of digitization of cultural heritage in museums</p> <p>Rapid change in technology, resulting in the loss of business case for performed tasks</p>

The museum has significant collections as well as motivation, skills and experience, and with the support of the management is able to exploit the opportunities. The weaknesses and threats impact will be limited by the implementation of proper policies within the museum.

PESTLE analysis

POLITICAL	ECONOMIC
<p><u>Gdańsk 2030 Plus Development Strategy, the City Hall in Gdańsk, Gdańsk 2014, development area – Culture</u></p> <p><u>Development Strategy for Pomorskie Province 2020 (458 / XXII / 12) Pomeranian Regional Assembly, including Operational objective 1.3. The unique cultural and tourist offer</u> [in Polish only]</p> <p><u>Poland 2030, Third Wave of Innovation, Long-term National Development Strategy 2030 (DSRK), the Council of Ministers 2013 Objective 5 - Creation of Digital Poland</u> [in Polish only]</p> <p><u>The National Development Strategy 2020, the Council of Ministers 2012, Objective II.5. The increased use of digital technologies, including II.5.3. Ensuring the quality of digital content and services</u> [in Polish only]</p> <p><u>Social Capital Development Strategy 2020, the Council of Ministers, Priority 3.1.1. - Increasing the accessibility of the of educational, scientific and cultural content in the public domain 4.1.1. Creating conditions for strengthening identity and participation in culture at local, regional and national level</u> [in Polish only]</p> <p><u>COMMISSION RECOMMENDATION of 27 October 2011 on the digitisation and online accessibility of cultural material and digital preservation (2011/711/EU)</u></p> <p><u>DIRECTIVE 2013/37/EU OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 26 June 2013 amending Directive 2003/98/EC on the re-use of public sector information</u></p> <p><u>Council conclusions of 10 May 2012 on the digitisation and online accessibility of cultural material and digital preservation (2012/C 169/02)</u></p> <p><u>COMMUNICATION FROM THE COMMISSION EUROPE 2020 A strategy for smart, sustainable and inclusive growth (COM(2010) 2020)</u></p> <p><u>Council Conclusions on the Digitisation and Online Accessibility of Cultural Material, and Digital Preservation (2006/C 297/01)</u></p>	<p>Creation of culture brand and culture products by the museum</p> <p>Strengthening the recognition of the museum in the national sector of culture</p> <p>Strengthening the recognition of the museum in the European sector of culture</p> <p>Strengthening the recognition of the museum among Polish citizens</p> <p>Contribution to building the international position of Gdańsk culture and strengthening the tourist attractiveness of Gdańsk</p> <p>Contribution in strengthening the significance and offer of Gdańsk's institutions of culture to trans-local and international public</p> <p>Increase in attendance at the museum</p> <p>Reuse of resources in accordance to the Directive of the European Parliament, contributing to the economic development of EU</p> <p>Business case for investments in digitization infrastructure (collection acquiring, retrospective documentation, documentation following conservation)</p>

SOCIAL	TECHNOLOGICAL
<p>Museum guarantees the reliability of the information provided by the professional highly competent staff</p> <p>Meeting the expectations of citizens in terms of access to high-quality digital resources</p> <p>Creating an information society in the European Union</p> <p>The exchange of experiences and good practices within DigiMuz - Intermuseal Digitization Group</p> <p>Lack of specialists in the field of digitization of cultural heritage in museums</p> <p>Practically no offer of education in the field of digitization of cultural heritage in museums</p>	<p>The increasing access to the Internet by Polish citizens</p> <p>Increasing the availability of the museum resources online</p> <p>Providing an online platform for fast and efficient search</p> <p>Providing high-quality digital resources available online through the use of a suitably equipped photographic studio and graphic processing workstations</p> <p>Creation of a digital repository and implementation of tools for workflow monitoring</p>
LEGAL	ENVIRONMENTAL
<p>Problems with the interpretation of the issues of copyright for certain types of collections</p> <p>Problems with the settlement of copyright issues including orphan works</p> <p>Copyrights owned by the museum in many cases do not allow the dissemination of resources for reuse, often due to the lack of an explicit definition of use and distribution within the reuse (very general concept), while rights transfer agreements usually are very specific</p> <p>Use of the widest available Creative Commons license for resources sharing and if possible the use of Linked Open Data in accordance to the principles of <u>Free Cultural Works</u></p>	<p>Optimization of procedures and introduction of new procedures based on IT systems, which will contribute to the reduction of consumables like paper and inks</p> <p>Purchase of equipment certified with the Energy Star or equivalent, in order to reduce electricity consumption</p> <p>Where possible, optimizing devices for energy savings, including sleep mode after a set period of inactivity</p> <p>Disposal of electronic waste in accordance to national law in the field of environmental protection</p>



Direction

For the period covered by the strategy, the museum adopts a principle of disseminating a selected part of the collections in the highest possible quality. Thus, the applied criteria is quality not quantity. The following summarizes the goals according to the SMART methodology.

Objectives:

1. High quality of disseminated online digital resources, resulting in an increased interest of Internet users.
2. Development of digital documentation and dissemination to ensure a place among the leading museums in the field in Poland.

The objective is to increase the role of the museum in the cultural sector by providing high-quality resources and by reflecting the needs of users. The museum should be involved in the work within the sector, contributing to the development of best practices or guidelines for digitization and digital preservation.

3. Significant increase of recognition of the museum in the region (Pomeranian Voivodeship) and Poland.

Accomplishment of the objective should contribute to the increased recognition by Polish citizens as well as professionals in the cultural sector, especially museums. An indirect benefit will be an increased involvement in the national and European projects in the field of digitization.

Effects:

1. Resources shared online (at least 2000 objects)
2. Developed infrastructure (digital photography studio, digital repository, Internet service for collections online)
3. Acquired skills and gained competencies of staff (training, workshops, good practice)
4. Efficiency and quality of produced digital resources (digitization procedures and workflow monitoring, evaluation)

Tasks:

1. Investments (carry out planned investments)
2. Training (conducting training)
3. Procedures (creation and implementation of procedures)
4. Digitization (selection of collections and performed digitization)
5. Dissemination (sharing the digital resources online)

Requirements:

1. Funds
2. Bylaws (internal regulations for digitization and its workflow)

Implementation: end of 2018.



Diversity

In the period 2016-2018 digitization will be performed mainly through digital photography. It is a priority in the current strategy, coherent with Polish law regarding visual documentation of museum collections. Therefore, a digital photography studio will be established and additional training for staff will be provided.

The subsequent method planned for implementation is audio-video documentation. It will vary in the form of presentation from subjective narration built around an individual object, detailed scientific narration concerning broader topics, documentary about events and educational films for use in e-learning. Film documentation is also a commonly used method of documenting intangible culture.

Additionally, if the museum obtains extra funds and has the necessary staff, then 2D scanning will be implemented. In case of inability to implement the mentioned method, a research of available technology will be performed.

Finally, 3D methods of documentation are planned to be implemented in the succeeding strategies. However, some pilot activities are acceptable during the current strategy. 3D will be used for objects documentation as well as for digital reconstruction and visualization of the historical urban plans and buildings of Gdańsk.

Digitization will be carried out in accordance to the following principles:

- COPE – Create Once, Publish Everywhere
- Linked Data and in case when it is possible Linked Open Data
- Image files produced in native RAW format



Dissemination

Reuse of public sector information is a key element of the digital strategy of the museum, which seeks a widest available way of sharing digital content in order to contribute to the growth of the information society, increase citizens' satisfaction and economic development.

Dissemination will be conducted on a dedicated web service, which will present selected objects from the museum's collections. Following the principle of quality and not quantity, the museum will make collections available in high quality on the widest attainable licenses and with extensive descriptive data, consistent at least with the principles of Linked Data.

Aside from the homepage of the institution, the museum will also seek to publish collections in national and European portals which aggregate information about cultural heritage, including at least Europeana.

The museum is interested in participation in both national and international projects, whose aim is to disseminate knowledge about cultural heritage, tangible and intangible alike.

In order to disseminate knowledge about museum's collections third party Internet services and social networking services will be used. The scope of their use will be established in a separate museum's policy.

Digital resources will be used in various types of publications, including the museum's collections' catalogues.

Part of the generated resources will be used in future exhibitions as content for applications, Virtual Reality, Augmented Reality and other.



e**thics**

Museum adopts the following principles of conduct:

1. Digitization of collections will be done with future use in mind, both in museum and reuse.
2. The publication of verified information about the collections to the best of our knowledge. In case of doubt, a note will be added about the uncertainty of the information or the need for further verification. At the same time the lack of key information cannot be an obstacle to the release of other information about collections (Unless legal issues prevent it).
3. Production of digital images in the highest available quality in a given period (taking into account the limitations imposed of the existing infrastructure), based on the best possessed knowledge at that time.
4. The Process of digitization will be conducted in such a manner, that it will not be possible to alter master files in any way without recording information about such an interference. In the case of a decision to modify the file, e.g. for a purposes of visualization, the user must be informed of such a modification in analogy to the rules for 3D digitalization expressed in the Charter of London.
5. The museum will provide, as part of the digitization process, a clear division of powers and responsibilities to ensure verifiability and accountability of the work and its results.
6. Each object must have the actual visual representation. It is not allowed to create visual representation for a selected object from a group of mass-produced objects and use this image for all objects in this group.
7. It is not allowed to change the format from a lower (higher compression) to a higher (lower compression).



Implementation

The museum will try to use the methodology of Prince 2 in projects implementing this strategy.

Digitization will be carried out according to a phased plan. Individual actions will deliver products such as digitized objects, a system for online publishing, structured controlled vocabularies or produced short films.

In order to adapt its products to the needs of viewers, the museum will cooperate with external specialists, who will provide opinions and oversee the created products. Workshops with users (target audience) are planned as part of these activities.

The museum will implement a workflow monitoring system to ensure the effective and timely implementation of the plan. This will allow evaluation of products at each phase of the plan and enable possible adjustments to improve workflow.

The selection of objects and their order of digitization will be linked closely to the publishing and exhibition plan of the museum.



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