

The Glyptotek's
strategy

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NY-CARLSBERG
GLYPTOTEK



Introduction

The Glyptotek faces what is perhaps the most radical period of change in the history of the museum. We are about to embark on an extensive and ambitious restoration and futureproofing project. The project will not only preserve the museum's unique buildings, but also offer entirely new presentations of the collections and optimise visitor facilities so we can welcome people for many generations to come. We call this ambitious project *The Glyptotek Restoration Project*.

The revitalisation of the museum will take place within its existing buildings. This requires new ideas and approaches, flexibility and the utmost respect for the museum's unique atmosphere. Over the next three years we will prepare for an extended period during which the museum will be closed to visitors. This demands innovative thinking and the drive to explore new ways for the museum to go beyond its physical framework yet continue to be 'open' to the public. This exceptional situation requires a long-term strategy up to and including the reopening of the museum after restoration.

As the museum prepares for *The Glyptotek Restoration Project* we find ourselves at a moment in history when fundamental democratic principles are under threat in Denmark and the rest of Europe. This is a situation that demands heightened cultural and historical awareness among the public at large, something reflected in the Glyptotek's initiatives for the pending strategy period.

As one of Denmark's leading cultural institutions, the museum will play a proactive role in disseminating the art and cultural history of collections specialising in the material culture of the ancient world and French and Danish modern art. Both ancient history

and modernity have played a crucial role in forming the fundamental values and developments we see today in art, philosophy, literature, architecture, social structures and forms of government.

In recent years the role of museums has developed from having an omniscient role to taking a more dialogue-based approach. This calls for a new compass to navigate the work of the Glyptotek during the pending strategy period. Stories about our collections are to be told in ways that appeal to the museum's wide range of visitors without requiring any prior knowledge of the field. Our aim is to amplify cultural-historical and interdisciplinary perspectives in the way we communicate about the museum's art and artefacts. By inviting new voices to contribute we will include a broader range of perspectives and take an active stance on problematic aspects of the history of the museum and its collections, including issues of provenance. We will also increase our understanding of visitors' backgrounds and needs, as well as the service we offer before, during and after their visit.

The restoration project will have a radical impact on every aspect of the museum's activities during the years ahead. We have therefore chosen a long-term strategy period with three interrelated phases. The first phases will form the foundation for the reopening of the museum and consolidate the vision for *The Glyptotek Restoration Project*.

The Glyptotek's strategy has three overall focal points: **Connections**, **Sustainability** and **Futureproofing**, each of which has three sub-strategies.

Gertrud Hvidberg-Hansen
Museum Director



Strategic Focus

The Glyptotek's strategy is based on the museum's commitment to preserving, researching, disseminating and developing art. The strategy for *The Glyptotek Restoration Project* sets out the central focus areas for the coming years centred on the core aim of the museum to be:

A place where millennia of art and unique architecture unite to create a space for reflection that appeals to the senses and generates new perspectives.

This strategy will unite restoration with new approaches so the museum can preserve its historical legacy at the same time as developing its role as a professional art institution for education and cultural development. Our goal is to ensure that the Glyptotek is in a strong position before, during and after its temporary closure for renovation – a museum that balances preservation with development, historical depth with innovation and artistic quality with broad relevance.









Core Purpose

At the Glyptotek millennia of art and the unique architecture of the museum unite to create a space for reflection that appeals to the senses and generates new perspectives.

Strategic Focus Areas

Connections

- Consolidating the museum's international position and network of experts
- Developing the museum's role in broadening horizons and cultural development
- Strengthening our connection with visitors through inter-personal contact and insight

Sustainability

- Advancing sustainable development and environmental responsibility
- Developing a new business model for changed conditions and circumstances
- Sustaining an organisation in balance in the face of change

Futureproofing

- Futureproofing via restoration and technical modernisation
- Creating modern solutions in a historical context
- Increasing accessibility across the board

Interdisciplinary Focus

Beyond the Walls of the Glyptotek

Finding new ways to be a museum during the period of closure
– internationally, nationally, locally and digitally.

Foundation

The museum's collections, research and the dissemination of both form the foundation for the activities of the Glyptotek, as do the people, personnel and visitors who create and experience the museum.

Our activities are in accordance with the Danish Museum Act and the museum's own ordinances.

Sub-Strategies

Our strategy is based on three strategic areas of focus – **Connections, Sustainability and Futureproofing** – each of which has three sub-strategies. These will be supported by plans of action for internal use at the museum.

Connections

Connecting with the Outside World

The Glyptotek will maintain its position as one of the world's leading art museums. Through new strategic partnerships and international networks the museum will ensure a high level of curatorial expertise, research and collaboration, as well as the dynamic development of the Glyptotek's standing among international museums.

Broadening Horizons and Cultural Development

The Glyptotek will generate new perspectives on art and cultural history across millennia and geographical distance. We will be a relevant, significant and committed part of current social debates, and activate the museum as a meeting place for conversations in which more voices are heard.

Strengthening Connections with the Public

The Glyptotek will consolidate our connection to visitors through interpersonal contact and insight. We will analyse our visitors' behaviour, needs and expectations and incorporate them in our activities so the Glyptotek continues to be relevant for and inclusive of a diverse audience with different backgrounds, circumstances and interests.





Sustainability

Environmental Sustainability

The Glyptotek has already implemented a series of environmental initiatives and sustainable solutions. The underlying principle of the entire restoration project is reducing the impact the museum has on the environment and increasing environmental responsibility. A full restoration of the museum buildings and the modernisation of technical installations are key to this process.

New Business Model

The Glyptotek is embarking on an overall economic restructuring and a new business model that will ensure sustainable operations in the run-up to and during the period of closure. The museum will establish alternative sources of financing, raise funds for the restoration project, and adapt its budget to a period with different sources of income and levels of expenditure. With new funding models the Glyptotek will create a solid economic foundation that will strengthen future activities at the museum.

Organisational Sustainability

The Glyptotek faces radical change, something that demands a strong focus on clear leadership, communication and careful organisational development. The period of closure and the restoration project hold the potential for new and interesting projects that can strengthen the organisation and its personnel. We have a strong focus on ensuring a high level of collaboration, job satisfaction and clarity about our goals so the organisation is in a position of strength now and in the future.

Futureproofing

Conserving Architectural Heritage

The Glyptotek's historical buildings are a central element of Danish cultural heritage and in need of restoration if they are to survive for future generations. Technical modernisation, indoor climate regulation, security optimisation and better facilities for art mean the museum will meet the highest international standards and create optimal conditions for the storage and exhibition of our collections.

Modern Solutions in a Historical context

Preserving the unique atmosphere of the Glyptotek is key. We will implement modern solutions with respect for the listed architecture of the museum, as well as accommodating increased visitor numbers and activities so we can ensure visitors enjoy their experience in the unique historical setting of the museum.

Accessibility

The Glyptotek Restoration Project will include increased accessibility for visitors with special needs. We will test and develop solutions that optimise access at the same time as respecting the aesthetics and architecture of the museum. This will include the development of improved visitor flow and visitor experience, but also the design and accessibility of the museum's digital platforms to reach users beyond the walls of the museum.







Interdisciplinary Focus

Beyond the Walls of the Glyptotek

In all areas of strategic development we will use the pending period of closure to identify new ways to be a museum and contemporary institution for broadening horizons and cultural development. The temporary closure will give us the opportunity to review our collections and present them in new ways ,as well as develop our organisation in innovative and interesting ways. We see the period of closure as an opportunity to develop the museum as a whole and use what we experience in developing *The Glyptotek Restoration Project*. During the period of closure we will continue to be visible and active in a range of ways and places through *Beyond the Walls of the Glyptotek* initiatives – internationally, nationally, locally, digitally and via research.

- **Research focus**

Through collaborative ventures and professional networks the museum will consolidate its expertise, knowledge sharing and research in its primary fields of French and Danish modern art and the ancient world.

- **International focus**

The Glyptotek will consolidate its international position through international collaborations on the loan of works, exhibitions, research and dissemination.

- **National focus**

We will continue to be present with exhibitions at selected venues in Denmark through the loan of works and via communication. We aim to develop a limited number of major initiatives to meet our goal of being a museum for people throughout Denmark.

- **Local focus**

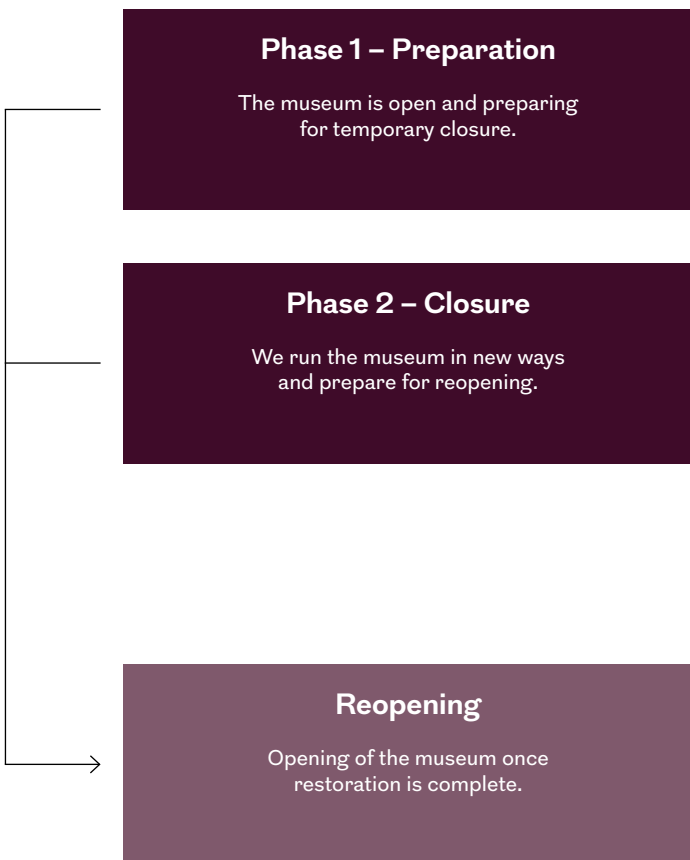
The Glyptotek is currently working on ways to welcome visitors to a temporary address in Copenhagen where we will exhibit the museum's collection in a range of physical formats.

- **Digital focus**

The Glyptotek will reach a wider audience via digital communication (sound, film, collections, etc.).

Long-Term Strategy

The strategy covers an extended period.
The goals of the various phases will be defined
as they are developed.







Goals | Phase 1

- Fundraising for *The Glyptotek Restoration Project*
- Planning and developing *The Glyptotek Restoration Project*
- Running a successful museum with a strong focus on educational activities and the dissemination of our research up to the date of closure
- Enhancing our visitors' museum journey, the level of interpersonal contact and our awareness of visitor needs
- Strengthening research
- Developing new physical and digital forms of communication that can function beyond the physical framework of the museum buildings
- Drawing up a plan to move the museum's collections, archives, inventory and personnel
- Preparing the organisation to adapt to this large-scale process of development
- Optimising our organisational and business model, as well as our finances and operations
- Continuing to develop environmental initiatives and reducing the museum's environmental impact in its operations and *The Glyptotek Restoration Project*
- Ensuring internal and external communication of the museum's activities and the restoration project
- Furthering social sustainability through representation, the inclusion of more diverse voices, improved accessibility and programmes for those in more vulnerable circumstances.

Goals | Phase 2

- Realisation of *The Glyptotek Restoration Project* (restoration and technical update)
- Physical and digital implementation of *Beyond the Walls of the Glyptotek* activities
- Development of the museum's core professional activities, including research dissemination, collection management and digitalisation
- Visibility of the restoration project and the museum's activities
- An ambitious plan for the reinstallation and dissemination of the museum's collections
- Preparation for reopening – visitor facilities, accessibility, communication, organisation, etc.
- Development of plans for moving back to the museum: collections, inventory, storage, personnel, financing and operations







The Glyptotek's strategy is based on internal strategy workshops at the museum, the contributions of external consultants and the considerations of the museum board.

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