#JMBDigital

Digital Transformation at the Jewish Museum Berlin 2023 to 2025

"The JMB is the central platform for Jewish history and culture in Germany in both the physical and digital space. It unlocks knowledge, facilitates experiences, and invites exchange on all relevant channels."

This is the vision that the digital transformation aims to realize. This document sets out the concrete objectives, parameters, and actions for the digital transformation of the JMB for the next three years.

Contents

Underscores in the document provide links to definitions or further resources.

1 Where do we want to go?

In 2021, the JMB agreed on four strategic goals through a mission statement process. One of these goals is **digital transformation**. It reads as follows:

> "We are establishing the JMB in the digital space as a central platform for Jewish history and contemporary Jewish life in Germany. The analog and digital JMB are interconnected, allowing people from all over the world free access to our topics and reaching out into society. By enabling encounters with history and culture as well as multifaceted exchange and constructive debate in cooperation with other institutions, the JMB is strengthening social cohesion. The JMB's digital transformation is happening across three areas: programs, collections and cooperation."

Our world operates in the interplay of the digital and the analog: People go online to arrange to meet face to face, events are increasingly happening in the digital space as well as the physical, and the public visits cultural institutions both on site and from home. Digitization has automated and accelerated processes, and transformed society into a global network. Since it impacts all aspects of life, it also has ramifications for all the fields of work in a museum.

By combining how we think about the digital and physical space, we can appeal to both visitors and employees, and act as a role model for other museums. A far-reaching digital transformation of the JMB provides the opportunity to make our content even more accessible to the public by developing and presenting our collections and topics digitally. In this way, we can contribute to greater cultural participation and work toward broad social cohesion.

Digitization is a prerequisite for the sustainable development, research and presentation of our collections and for effective and networked operations. With a digitally transformed JMB, we will appeal to diverse user groups, from specialists conducting research and interested laypeople to teachers and those seeking experiences or tourist highlights.

The digital transformation is a joint project of all employees and provides space for professional and personal development. The process will be coordinated by a digital task force made up of an interdisciplinary group of JMB staff. Together, we are designing an ongoing, agile process that will impact on all areas of the museum.

2 Our Goals

In a cross-departmental process, we have agreed on **six goals** for the next **three years**:

THE JMB INVITES

From 2025, visitors will be able to use target group-oriented innovative, networked and barrier-free JMB programs and interact with them digitally and analogously – either independently or with a moderator.

THE JMB IS ACCESSIBLE

From 2025, the public will have free digital access to all relevant events and publications, as well as selected collection holdings that are curated and fully contextualized.

THE JMB IS VISIBLE

From 2023, interested users will have online access to the [inventory record](#) for all JMB collections, which will be continually expanded.

THE JMB IS COLLABORATIVE

From 2024, all JMB staff will work collaboratively, create transparent work processes, share their knowledge with each other, and work cross-departmentally in [roles](#). They will think in a way that is user oriented and [iterative](#), and encompasses both the digital and the analog.

THE JMB IS PRODUCTIVE

From 2025, the use of digital and user-friendly [tools](#) and simplified processes will be a given, making employees' work noticeably easier.

THE JMB IS FOREVER

From 2025, a concept for digital long-term archiving will be implemented, guaranteeing that even in 100 years, everyone will be able to access and search through the collection holdings.

3 What are our plans?

We will achieve our goals by taking action in three areas.

Programs

Collections

Collaboration
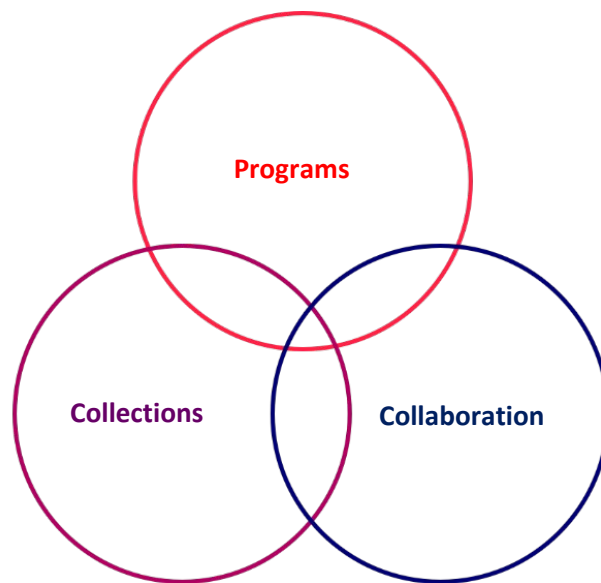
Programs

Programs encompass all digital products – online and in exhibitions, digital events and tours, as well as all digital communication channels.

Collections

The collections are the starting point for research and educational work. Digitization will make them accessible to everyone. Digital transformation will help preserve objects and knowledge for future generations.

Collaboration

Collaboration will ensure that the digitization of internal processes and infrastructure will be implemented. Alongside this, there will be further development of employees' competencies and organizational culture.

We will develop programs based on the needs of users in the analog and digital space.

All programs focus on communicating Jewish history and culture, using innovative means and formats that are accessible to all. Users can enjoy discovering new content, formats and experiences. Whenever possible, they will be invited to get involved and contribute their own content. For all programs, we collect and evaluate user experiences, define indicators, and continually improve our programs.

1. **Content Strategy** We will develop a strategy for disseminating our content across different channels and formats so that they are accessible to all.
2. **Digital Users** We will constantly analyze the usage data collected for our digital offerings with the goal of finding gaps, creating new offerings, and improving existing ones according to users' needs.
3. **Digital Workspace** We will create a focused, long-term educational program for teachers and their classes, and make specific teaching units available**.**
4. **Enhancement of the Websites** We will strategically enhance the websites jmberlin.de, anoha.de and jewish-places.de, both in terms of their content and technology.
5. **Digital Exhibition Offerings** We will develop innovative, target-group-oriented digital offerings for our exhibitions that are welcoming and accessible to all (online and on site).
6. **Social Media Strategy (Channels, Content, Integration)** We will create innovative content and formats for all relevant channels that make the JMB and its programs visible and that connect our visitors.

Since we understand the digital strategy as a process, we will work dynamically on our backlog and prioritize at regular intervals.

The collections are the starting point for exploring and communicating Jewish history and culture.

We will make them digitally accessible to everyone and through this invite engagement with art works, photographs, documents, books and journals, objects from everyday culture and religious practice, as well as audiovisual media. The collection holdings are intended to stimulate discussion among the general public as well as among researchers, artists and other interested parties. We will preserve the collections and their contexts for future generations. To continually improve the presentation of the collections, we will collect and analyze user experiences, and define and evaluate indicators.

1. **Collections Database** The introduction of a new collections database will provide sustainable management of all metadata and digital objects, as well as better and more effective workflows in all areas of work related to physical and digital objects.
2. **Documentation Plan** We will explore, develop and digitize our collection holdings with the aid of a documentation plan, identify synergies and priorities, and provide the necessary time and human resources.
3. **Curated Presentation of the Collection** We will make our collection holdings digitally accessible based on the needs of our target groups, and create appealing, informative and curated programs for various users.
4. **Digital Long-Term Archiving** We will develop and implement a practicable and sustainable long-term digital preservation concept that enables the permanent preservation and searchability of digitized collections and their metadata.
5. **Online Collections** We will enhance the existing online collections in a way that is user-oriented, making our data available to the public in the best-possible quality and ensuring barrier-free use.
6. **Process for Innovation Management** We will launch an experimental space in which we can be inspired by other institutions, develop our own ideas, share, and try out new things.

Since we understand the digital strategy as a process, we will work dynamically on our backlog and prioritize at regular intervals.

The departmental survey conducted by the digital task force at the end of 2021 showed that the museum's employees expect the digital transformation of the JMB to have positive effects on their everyday work.

Together with each of the departments involved, we will seek user-friendly tools that are sustainable, streamline work processes, and facilitate cross-departmental collaboration. With targeted actions, we will enable all museum staff to work digitally, and also promote an agile work culture. We will assess user experiences of all tools to continuously improve processes and tools.

1. **Hardware for All** We will enable all staff to work remotely by providing them with appropriate technical equipment.
2. **HR Software** We will procure software that significantly simplifies modern application management, provides straightforward time tracking for all and shift planning for specific areas, and that also enables digital personnel files.
3. **One-Click-Admin** We will automate budgeting and procurement, contract-awarding processes, personnel matters, and other administrative processes so that they can be interconnected and completed as simply as possible.
4. **MS Teams** We will procure a tool for better collaboration and transparency of projects, tasks and processes that covers as many functionalities of previous applications as possible, and therefore replaces the current multitude of tools.
5. **Digital Competencies** We will develop a comprehensive, sustainable training program for management and other employees of the JMB to increase competencies in the digital area (motto: "digital mindset") and to promote innovation.
6. **Events Management Tool** We will develop a process for simple cross-departmental planning and execution of events, thereby facilitating innovative formats.

Since we understand the digital strategy as a process, we will work dynamically on our backlog and prioritize at regular intervals.

4 How will we work together?

The digital transformation is a collective process: If everyone can and does work together, the JMB's digital transformation will succeed. The following principles are designed to enable everyone to participate in the process according to their resources, strengths and specializations:

TRANSPARENCY

Everyone has insight into the process and progress made.

- Information is made available
- Decisions are made in a way that is easy to understand
- Lessons learned are shared proactively
- Meetings and processes are documented so that they are accessible to others at all times

RELIABILITY

Everyone feels empowered by and in their role in the process.

- We create a positive atmosphere
- Teams work autonomously
- Agreements are honored
- Teams work cross-departmentally and are assembled based on interest and competency

OPENNESS

Everyone responds to digital innovation with curiosity and an open mind.

- Processes can be adapted flexibly
- We learn from mistakes
- Target groups are involved

SUSTAINABILITY

We rely on long-lasting quality and use our resources sustainably.

- We prioritize our responsibilities and projects
- We design iterative and transparent processes
- We develop streamlined administrative workflows
- We verify the reliability and economy of all digital offerings, products and services

CREATIVITY

We develop our own initiatives and ideas.

- We break new ground
- We realize our potential and work together
- We embrace new ideas

5 How will we implement our strategy?

The more employees are actively involved in the digital transformation, the more successful it will be. This is why we are implementing the actions we want to take to achieve our goals in a decentralized manner.
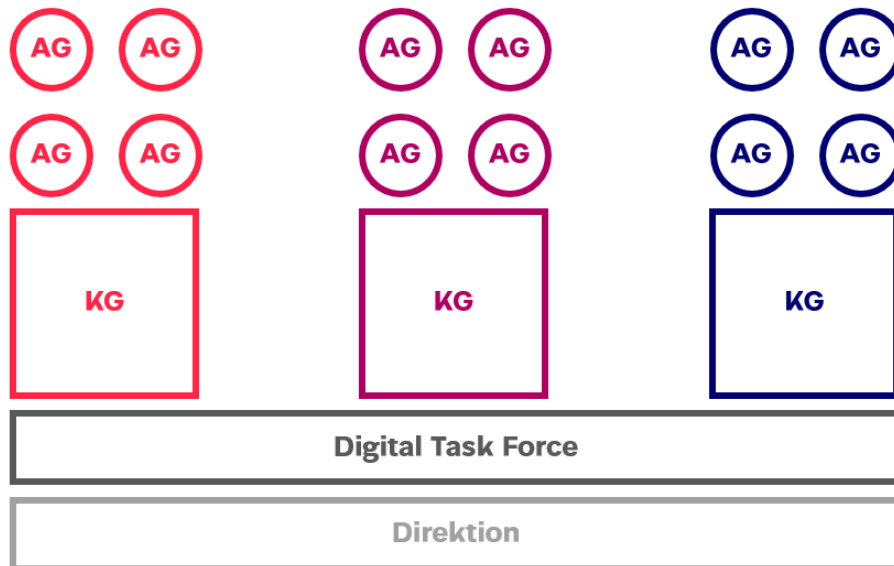
The concrete implementation of all sub-projects will happen in **Working Groups (WG)**. They will be interdisciplinary, and assembled according to topic and purpose.

For each area, there is a cross-departmental **coordination group (CG)**, which will expedite and steer implementation.

The **digital task force** will ensure alignment with the overall strategy and share lessons learned without limiting the autonomy of the working groups or guidance provided by the coordination groups.

The digital task force will also meet regularly with the **management board** to review and agree on important milestones and priorities.

Digital transformation will be managed at various levels: This strategy sets the direction with vision and goals, and we will regularly check whether we are achieving them through our actions. This is why we have defined success criteria for each action and defined indicators and methods to measure progress. Every month, we will evaluate whether our actions are contributing to achieving our goals in each of the areas. Every three months, we will review the overall process and adjust the strategy and implementation if necessary.

All digital actions (incl. the procurement of new software) must be verified and evaluated with reference to the digital strategy prior to their introduction. This is necessary to plan resources, avoid competing projects, and to facilitate strategic planning. To this end, we have created a set of criteria to evaluate and prioritize actions within the framework of the digital strategy.

How will the strategy stay agile?

We will continue to develop the strategy in an agile manner, prioritize new actions, initiate innovative processes, and remain in conversation with all employees. Only in this way will the JMB remain relevant both in the analog and the digital worlds, provide the public with access to its topics, and invite participation in its programs.

Do you have more ideas, suggestions or questions? We would be happy to hear from you via email: digitalstrategie@jmberlin.de

6 Appendix

Glossary

Agile Working

In agile working, a cross-departmental team assumes responsibility for the planning and implementation of a project. The team has all the necessary skills and freedom of decision, always communicates project progress transparently, and continuously coordinates with each other and with other departments. Through this, the work is planned and implemented in manageable cycles, that is, **iteratively**. To improve the process and results, there is constant readjustment as a result of lessons learned. This differentiates agile working from classic project management, in which a single, long work cycle leads to a conclusion. Coordination and learning result from joint reflection in **reviews** (Where are we in the development of the program?) and **retrospectives** (Is the collaboration working effectively?)**.** A prerequisite for agile working is the clear assumption of responsibility in the shared work in **autonomous** teams. Assumed **roles** can change and are allocated independently of departmental affiliation in the museum. The perspective of the **users** is at the center of program development, so must always be taken into account.

Inventory Record

While until now, only fully indexed and cleared objects have been included in the museum's online collection, the inventory record provides a complete overview of the JMB's collection holdings – but without much detail on each individual object. This means: All objects are published with at least rudimentary baseline data and without an image, so copyright clearance in advance will not be necessary.

Digital Mindset

Digital mindset is a byword for an understanding of the digital that encompasses not only technical knowledge, but also recognizes the fundamental values of Internet culture, such as user friendliness, needs orientation and agility. Those who embrace it approach change with curiosity and a willingness to experiment, are transparent in communication and ways of working, and create an open approach to mistakes in order to learn from them. The users and visitors are at the center of what you do. Managers give employees the space and responsibility they need to respond to change autonomously and to be able to develop and implement ideas.

Indicators

Indicators are metrics that can help measure progress over a defined period of time. We use them to measure individual strategic goals to see if we are achieving them through our actions or whether other actions should be taken.

Tools

A tool can be any software, app, program, instrument, checklist, template, etc., that supports the implementation of a work task.

Indicators and Methods to Measure Progress

We regularly check the extent to which we are achieving our goals through statistical analysis as well as staff and user surveys.

Goals	Indicators	Methods
1. The JMB is visible From 2023, interested users will have online access to the inventory record for all JMB collections, which will be continually expanded.	☐ Percentage of public digitally accessible holdings out of the total stock ☐ Proportion of objects with cleared image (main image) ☐ Number number of users of the online collections	Biannual analysis of the database statistics and Matomo
2. The JMB is collaborative From 2024, all JMB staff will work collaboratively, create transparent work processes, share their knowledge with each other, and work cross-departmentally in roles. They will think in a way that is user oriented and iterative, and encompasses both the digital and the analog.	**2.1 Number of employees who report** ☐ being transparently informed about work processes ☐ being able to use knowledge from other employees ☐ understanding their work in roles ☐ working in a way that is user oriented ☐ working in a way that is cross-departmental ☐ working iteratively ☐ learning continuously ☐ being able to communicate mistakes openly ☐ being able to learn from their own and others' mistakes ☐ being able to trust their colleagues	Annual survey of all employees

		☐ being treated with respect by their workmates	
		☐ collaborating with other colleagues regularly	
	2.2	**Number of programs for visitors that**	
		☐ were developed by employees from more than one department	
		☐ combine the digital and the analog	
	2.3	**Utilization rate of training programs on digital and agile working by**	
		☐ management	
		☐ other employees	
3. The JMB is productive From 2025, the use of digital and user-friendly tools and simplified processes will be a given, making employees' work noticeably easier.	**3.1**	**Utilization rate of new or revised tools among employees**	Annual survey Annual evaluation of hardware and software infrastructure
	3.2	**Employees' experience of using new or revised digital tools (scale: difficult to user-friendly)**	
	3.3	**Self-reported percentage of reduced workload by employees who**	
		☐ design their work processes using new or revised digital tools	
		☐ use new or revised digital tools.	
	3.4	**Number of new tools in the system infrastructure**	
	3.5	**Number of tools in the system infrastructure that have been replaced by new tools**	

	3.6	**Percentage of employees who have equipment for remote working at their disposal**	
4. The JMB invites From 2025, visitors will be able to use target group-oriented, innovative and networked JMB services without barriers and interact with them in digital and analog formats, either independently or with a moderator	**4.1** □ □ □ □ **4.2** **4.3** □ □ □ **4.4** **4.5**	**Number of visitors that** access digital offerings use more than one digital offering use digital offerings more than once interact with digital offerings (change, adjust or add to them, insofar as is possible) **Average length of visit** **Proportion of visitors that report** feeling that programs are accessible feeling that programs are suitable for them perceiving programs as innovative **Proportion of visitors who rely on barrier-free access and find the programs accessible** **Number of digital offers that were developed through target-group surveys or in collaboration with the target group**	Biannual evaluation of digital programs (Matomo-results, visitor surveys, evaluation by relevant employees)
5. The JMB is accessible From 2025, the public will have free digital access to all relevant events and publications, as well as to selected collection holdings that are curated and fully contextualized.	**5.1** □ □ □ □	**Number of** digitally accessible events visitors to digital events digitally accessible publications Number of users of digital publications	Biannual evaluation of digital programs (Matomo-results, surveys, evaluation by relevant employees)

	5.2	**Number of curated programs related to the collections**	
	5.3	**Number of visitors that consider the digital programs appealing**	
6. The JMB is forever From 2025, a concept for digital long-term archiving will be implemented, guaranteeing that even in 100 years, everyone will be able to access and search through the collection holdings.	**6.1**	**Presentation of a concept for digital long-term archiving by mid-2024**	CG Collections will verify the indicators and check them off
	6.2	**Human, financial and technical resources are defined and in place**	
	6.3	**Implementation of a concept for digital long-term archiving from mid-2024**	

Criteria for evaluating digital actions

The following set of criteria are designed to help prioritize or de-prioritize future projects as part of the digital strategy. Planned actions are evaluated alongside the new criteria.

	Criterion	Rating
1.	Does the action violate one of our digital values (transparency, openness, reliability, creativity, sustainability)?	Yes/No
2.	Is the action expected to have a high impact on one or more of our digital strategy goals?	1–10
3.	Is a clear adaptation for the target group apparent?	1–10
4.	Is the necessary expenditure of resources (personal, financial, technical) in proportion to the expected impact?	1–10
5.	Does the project support any other JMB strategic goals: □ Inclusion? □ Sustainable use of resources? □ Anchoring the JMB in German society?	1–10
	Additional criteria for actions related to "programs"	
6.	Are the JMB's main target groups addressed? Are they involved in the development?	1–10
7.	What relevance does the project have in context of the JMB's other (digital) programs?	1–10
8.	Does the action complement the institution's existing programs or tie into them? (e.g. social media channels, websites, apps, exhibitions, internal processes)	1–10
9.	What potential does the project have in terms of digital working? Can the planned project's organization and approach be exemplary for others?	1–10
10.	Will content be created that can be used on other portals? (Wikipedia, Jewish Places, prospectively for the DDB, Europeana)	1–10

Checklists for project development

The following checklists are designed to help those responsible for the project to turn initial ideas into concrete suggestions for action.

Description of the action and its impact on one of the strategic goals

- ☐ Has the action been described in terms of the digital strategy goals?
- ☐ Have the target group(s) that will be addressed been clearly defined?
- ☐ Has it been established when the goal will be reached with regard to the target group?
- ☐ Have the duration of the action (permanent program or time-limited project) and the envisioned time frame for its realization been outlined?
- ☐ Have the project's complexity and expense: low – medium – high – very high, and its scalability been outlined?
- ☐ Have success criteria for measuring progress been recorded?

Project organization and responsibilities

- ☐ Who is / are the responsible department(s) and what other departments will be involved?
- ☐ Who is in the (core) team (already agreed upon and/or cooperation desired), and how will the responsibilities be divided?
- ☐ What human resources (hours per week and for how long / ongoing task) are required?
- ☐ What technical resources (software, hardware and other equipment) are required? Is the existing infrastructure sufficient?
- ☐ What are the estimated costs?
- ☐ Is there a possibility of external funding?
- ☐ Which cooperation partners would make sense? What expertise must be obtained externally? Are there comparable actions at other institutions that could provide a template, and could we exchange knowledge and expertise with them?
- ☐ Are there any training needs? If so, for whom?
- ☐ Are there synergies with other projects?
- ☐ What is the long-term perspective? After it is realized, will further support be needed, and are there ideas for this already? Do ongoing operational expenses need to be taken into account? e.g. maintenance, licenses, hardware, etc.

Documentation and knowledge storage

- ☐ Will one of our databases be used for the project?
- ☐ Are there any results that should be documented in the collections database / media database?
- ☐ How will the knowledge resulting from the project be stored?
- ☐ Are there insights and experiences that could be useful for other departments and colleagues? How can they be communicated?

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