



Relocation of XXL Collections

Relocation of XXL Collections

„you can't make an omelette without breaking eggs“



Photo: Horst Pritz,

storage situation

actual situation

- need for space
- refurbishment
- expiring lease
- emergency situation

storage situation

actual situation

- need for space
- refurbishment
- expiring lease
- emergency situation

future situation

new storage facility
“best practice”

the black box in between

actual situation

- need for space
- refurbishment
- expiring lease
- emergency situation

„the black box
in between“

future situation

new storage facility
“best practice”

the black box in between

actual situation

- need for space
- refurbishment
- expiring lease
- emergency situation

„the black box
in between“

move

future situation

new storage facility
“best practice”

the black box in between

actual situation

- need for space
- refurbishment
- expiring lease
- emergency situation

„the black box
in between“

- pest problems
- urgent need for conservation
- cleaning/dusting
- packing
- transport
- registration
- security
- safety

future situation

new storage facility
“best practice”

how do people see the task?



Photo: Christian @ fefufoto 2013 (Flickr)

the ambitious architect

storage facility
planning & building

the museum director

storage facility
planning & building

move

the head of collections

storage facility
planning & building

move

the conservator

storage facility
planning
&
building

move

the head of the relocation project

storage
facility
planning
building

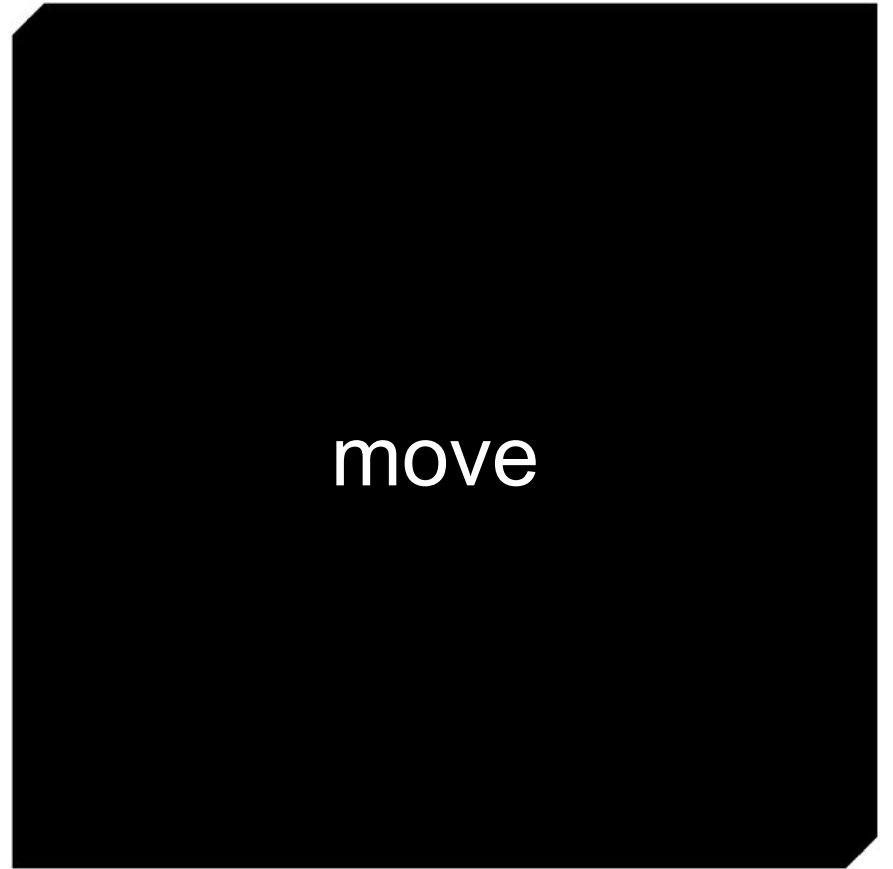
move

the head of logistics

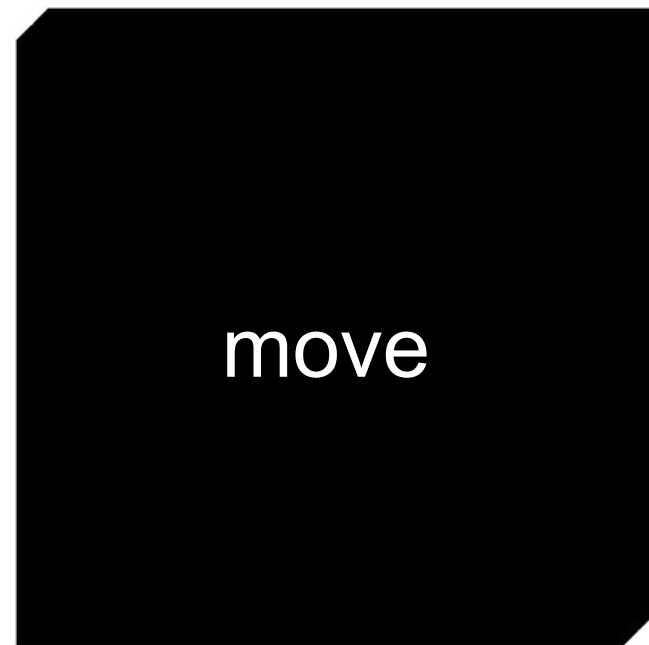
storage
facility
planning
building



move



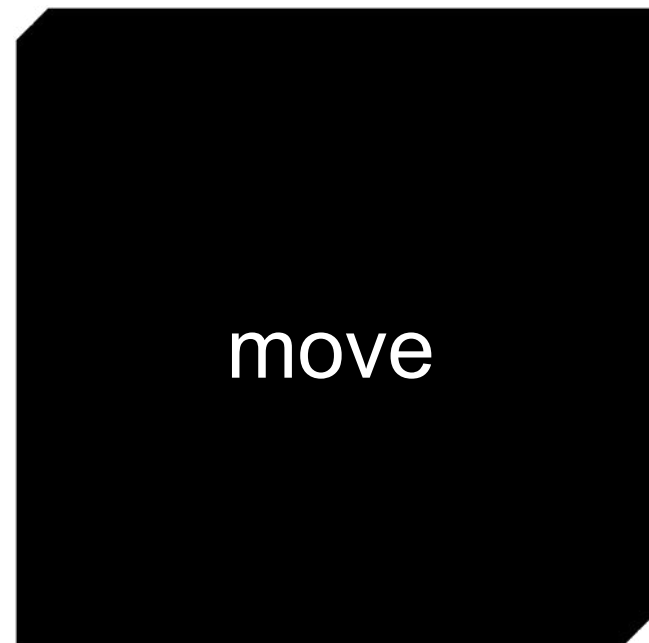
two major projects
tightly linked to each other



two major projects
tightly linked to each other

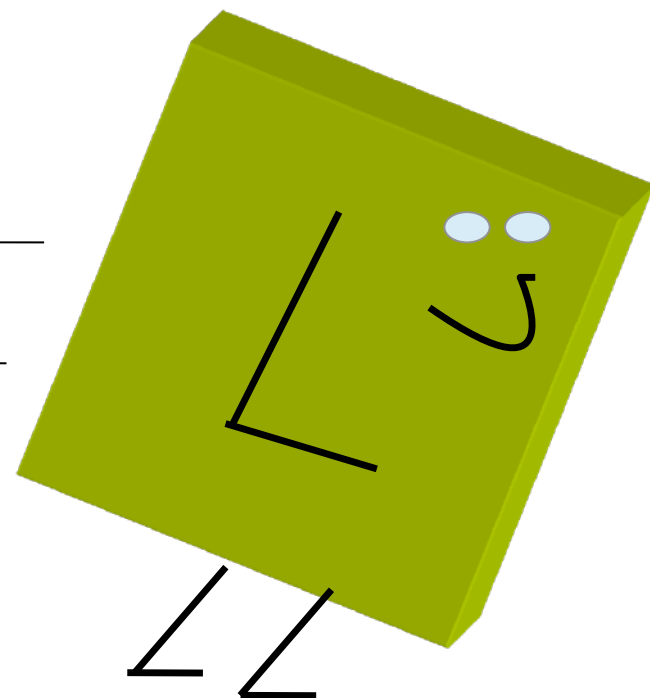
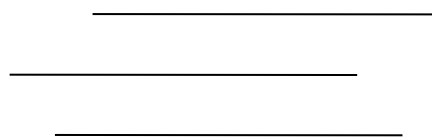
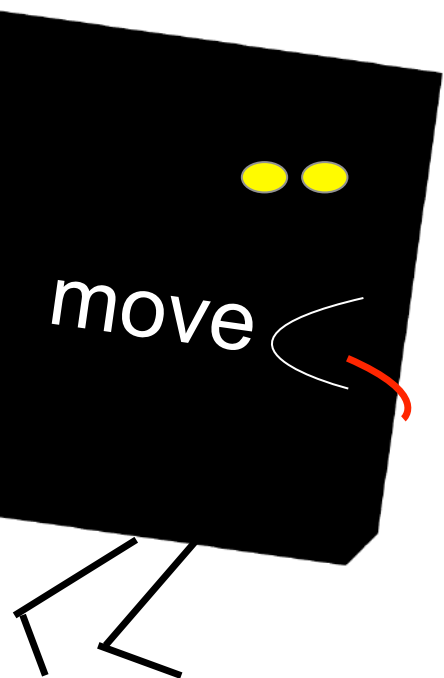
&

of similar importance
to the institution



but .

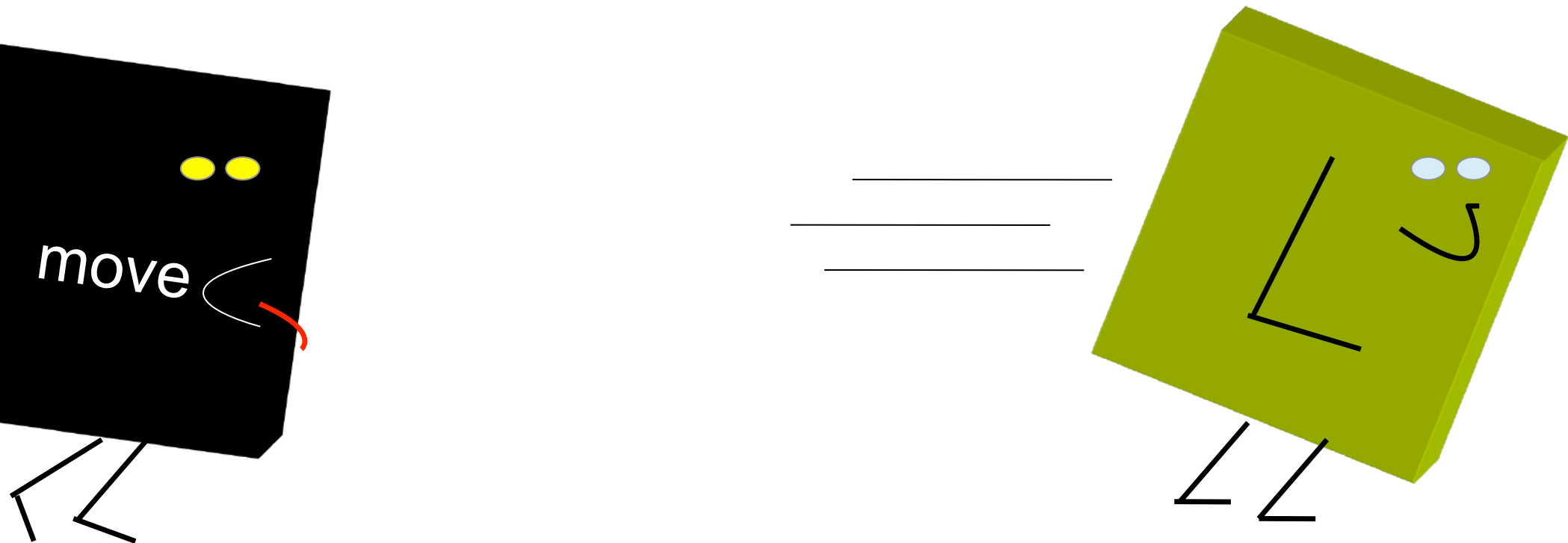
. one is running behind the other



but ..

.. one is running behind the other

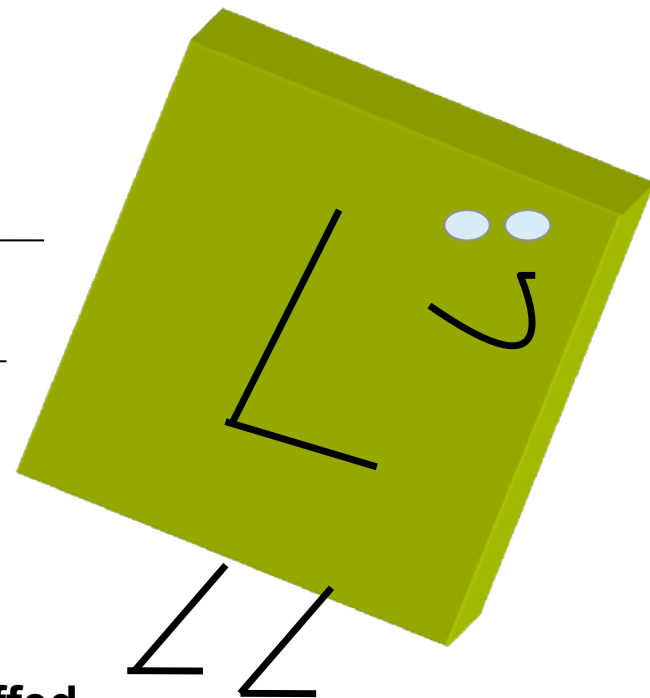
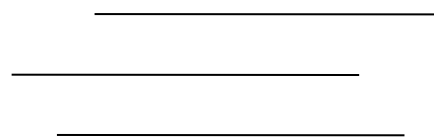
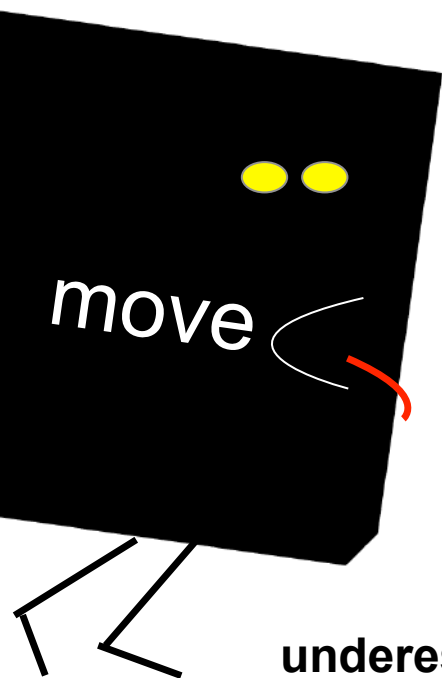
(not a very good situation)



but ...

... one is running behind the other

(not a very good situation)



underestimated – neglected – forgotten – understaffed

using synergies



Photo: Kürtü 2008 (Flickr)

using synergies

1



take a holistic approach

using synergies



take a holistic approach

using synergies



3 self-contained sub-projects

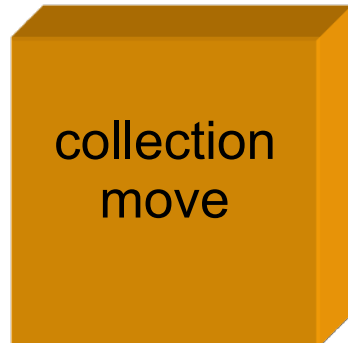
using synergies



3 self-contained sub-projects

using synergies

2



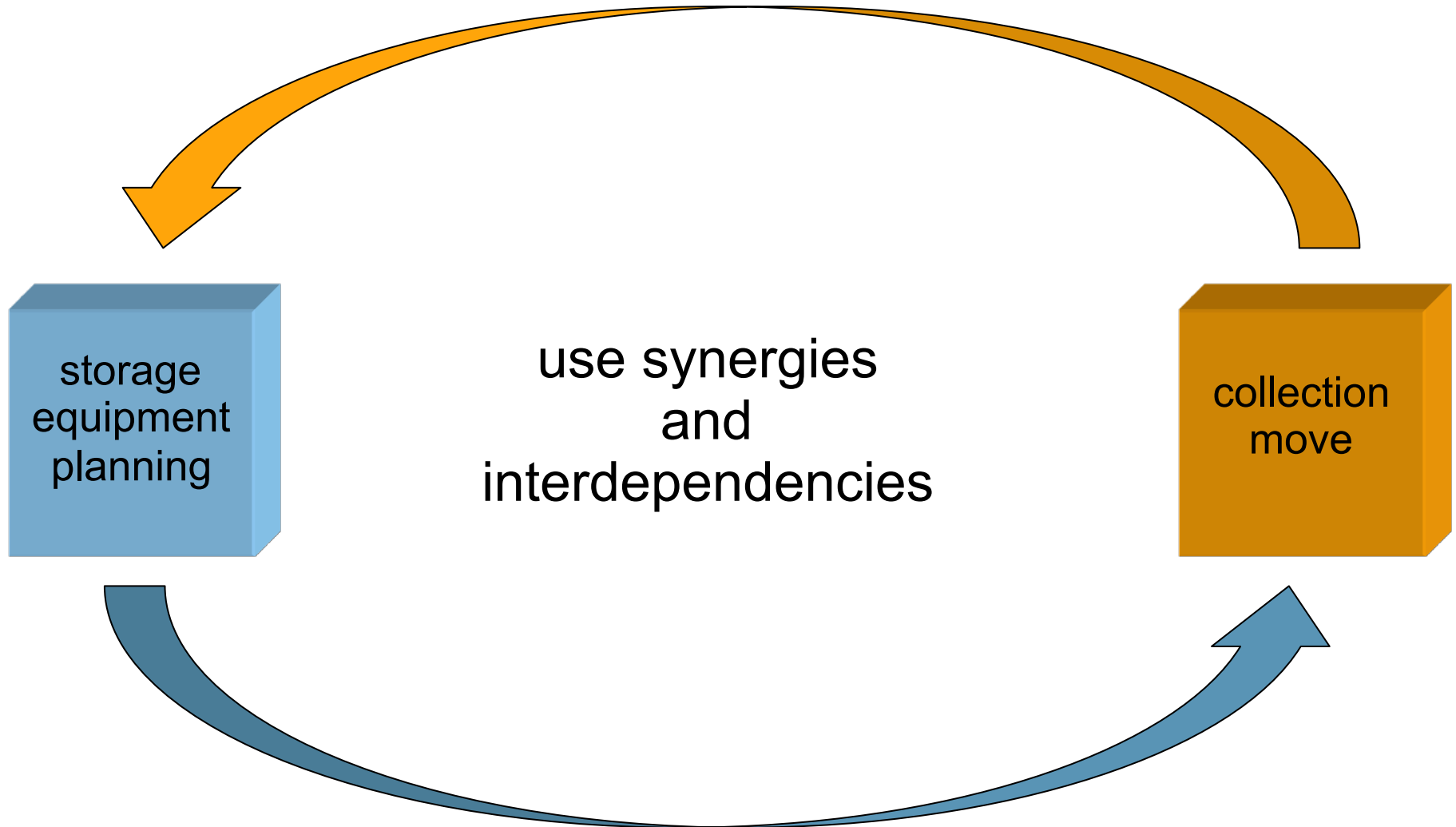
these two projects require similar informations about the collection and its objects

- kind of objects
- size
- volume
- weight
- special requirements (environment)

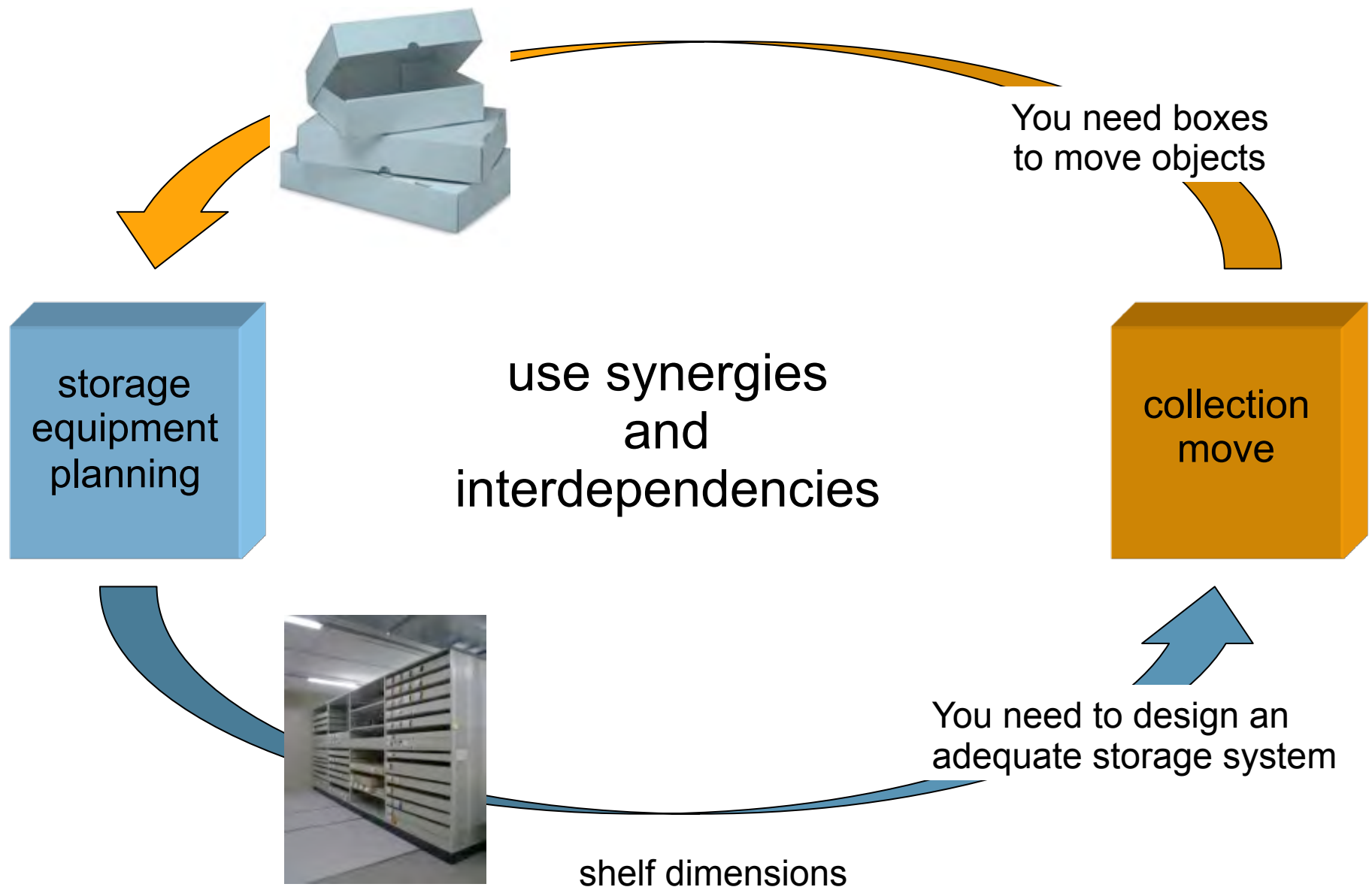
3



using synergies



using synergies – an example



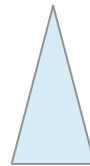
it's a matter of balance



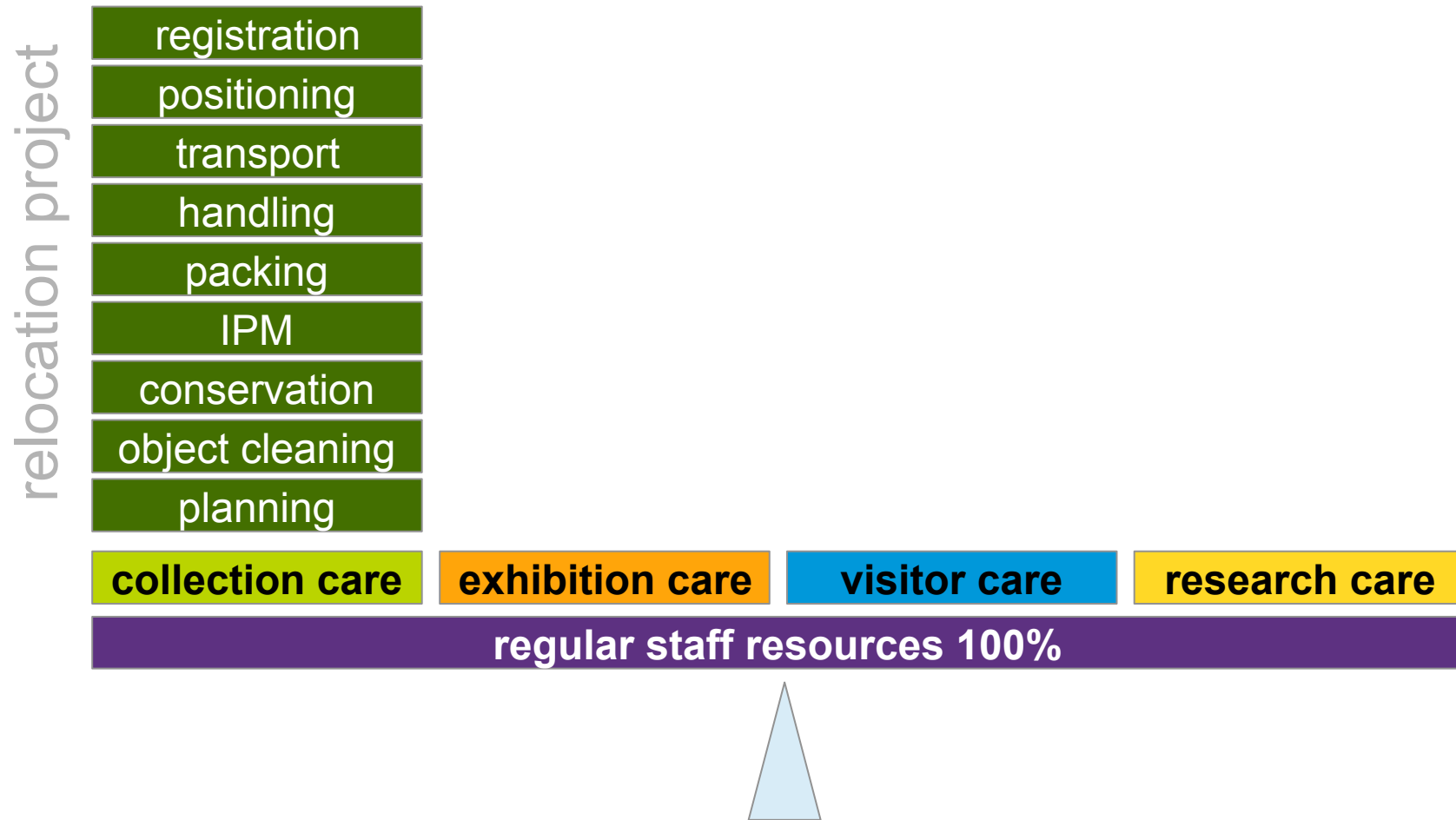
Photo: Sasà Donnarumma 2012

workload balance

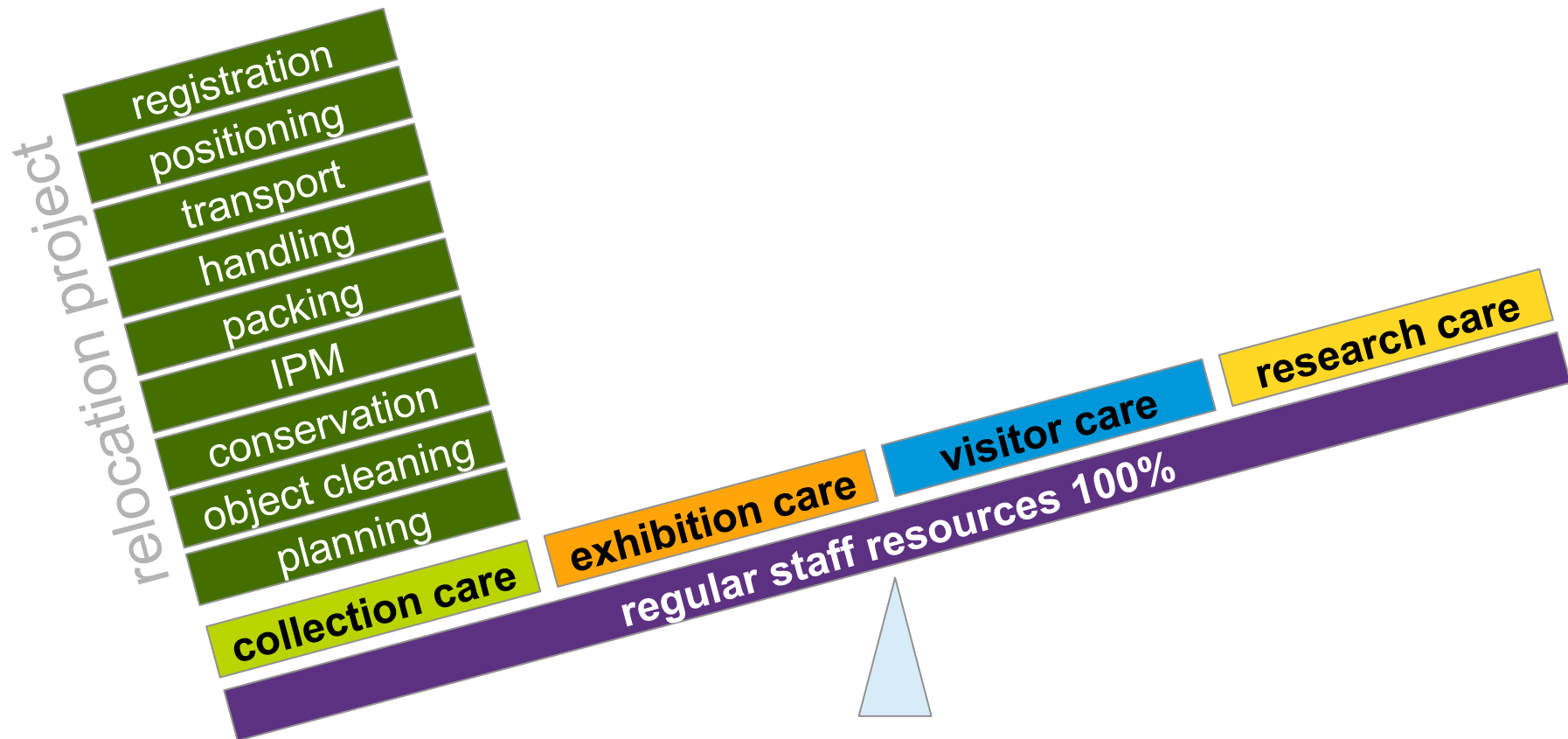
(ideal) daily life in a museum



workload still in balance ?



workload (temporarily) **unbalanced**



we need extra resources



a wish to museum directors

relocation project

extra
resources
needed

during a relocation project:

- reduce lending objects to other museums
- reduce the use of objects in own exhibitions

collection care

exhibition care

visitor care

research care

collection care

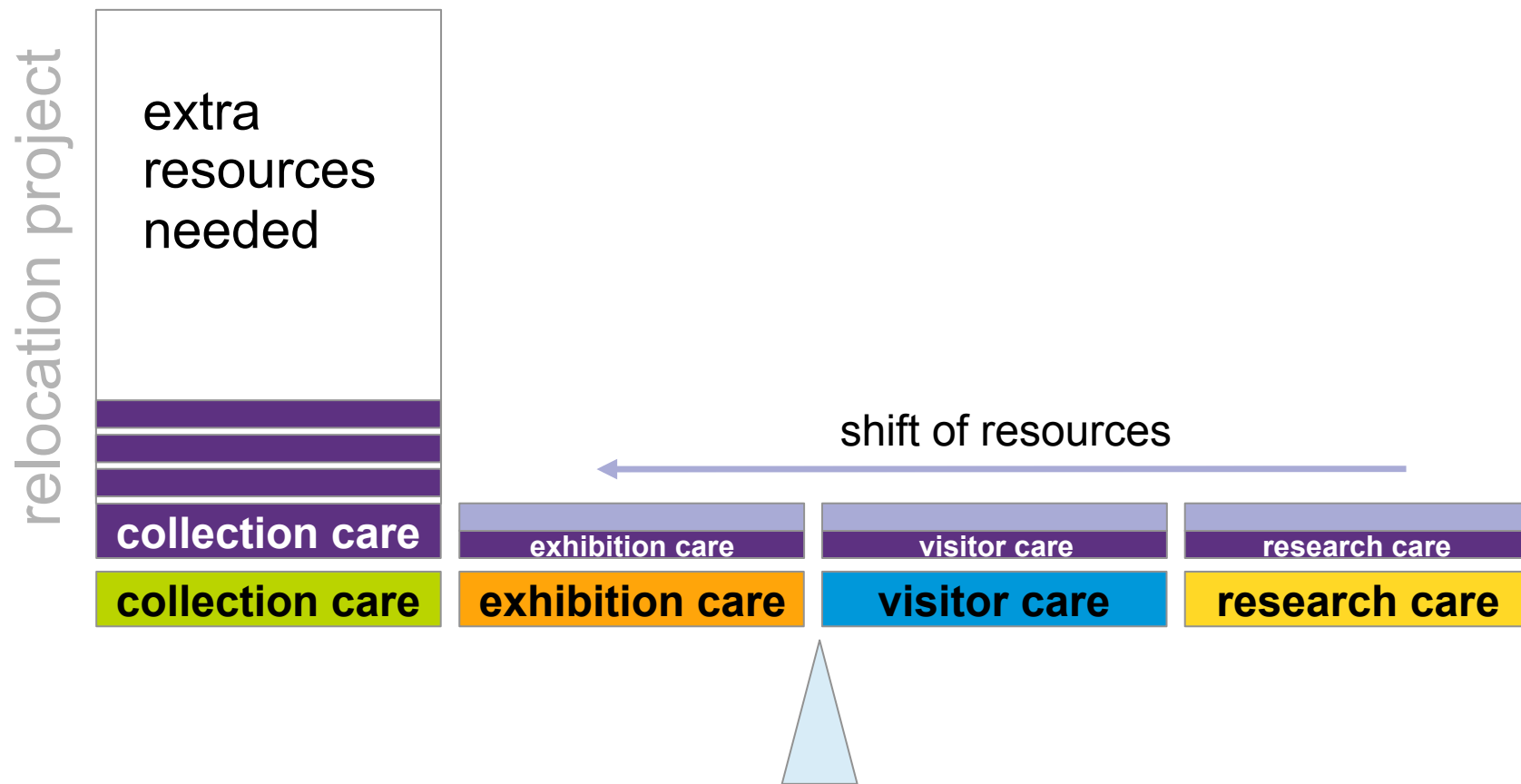
exhibition care

visitor care

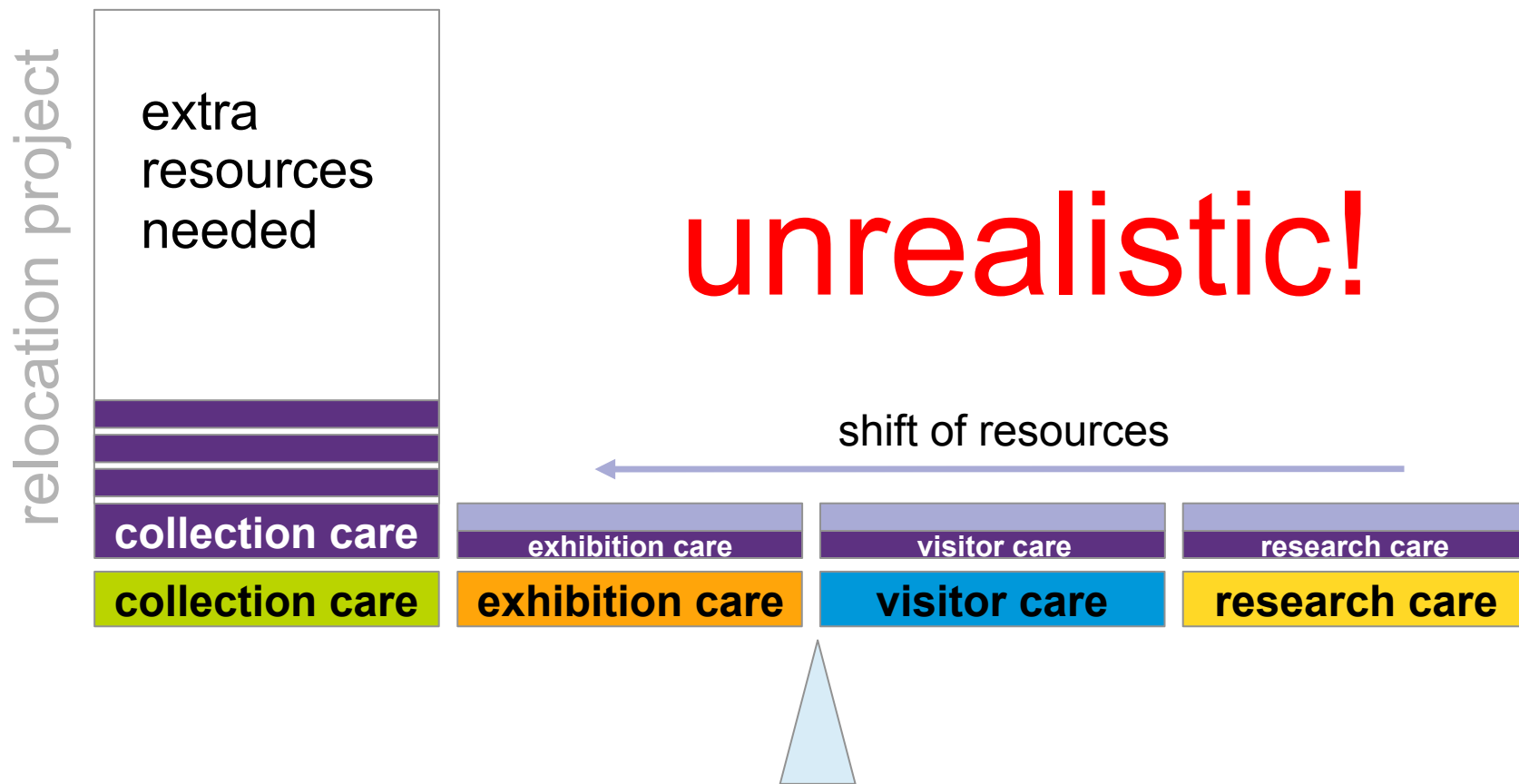
research care



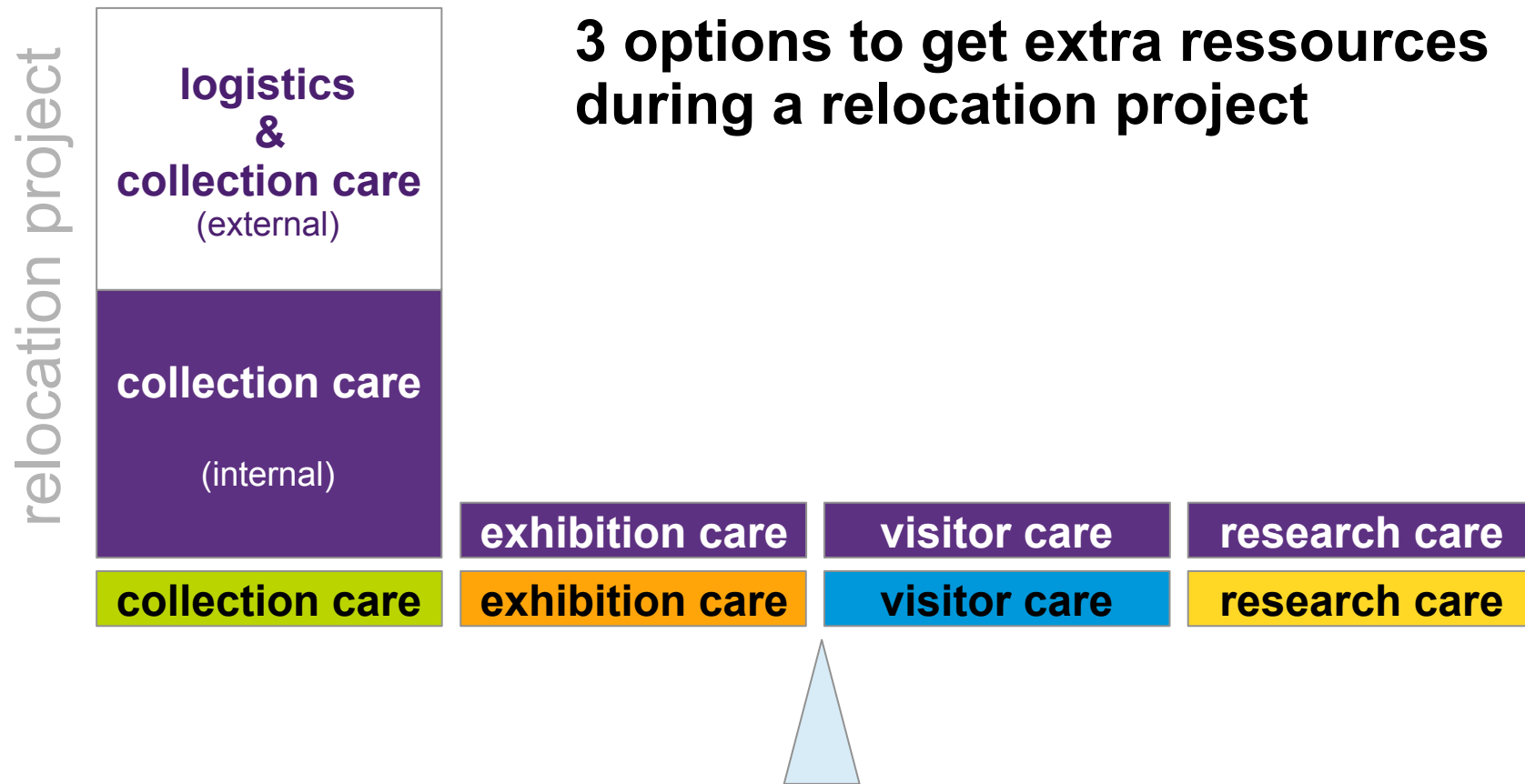
allocation of internal staff



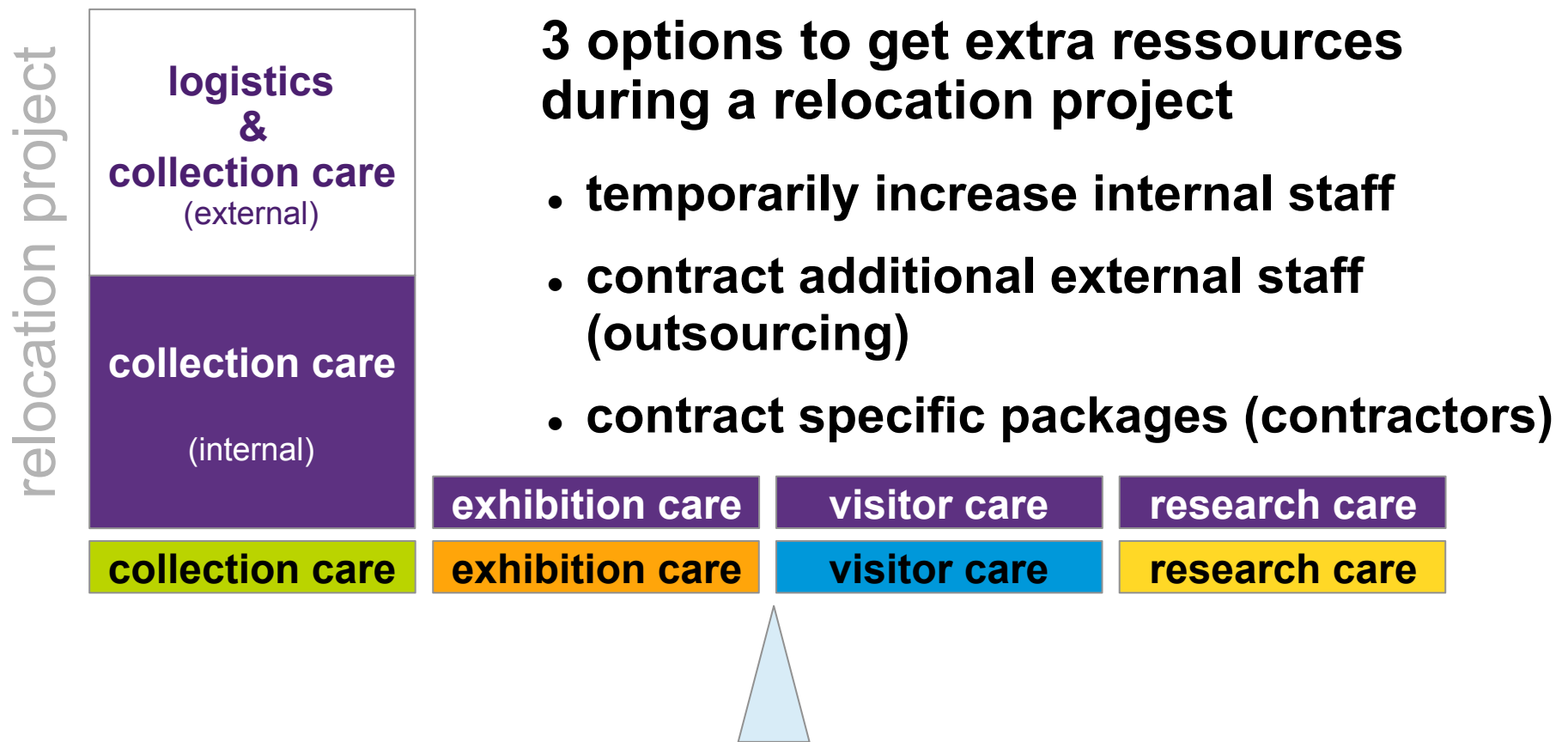
allocation of internal staff



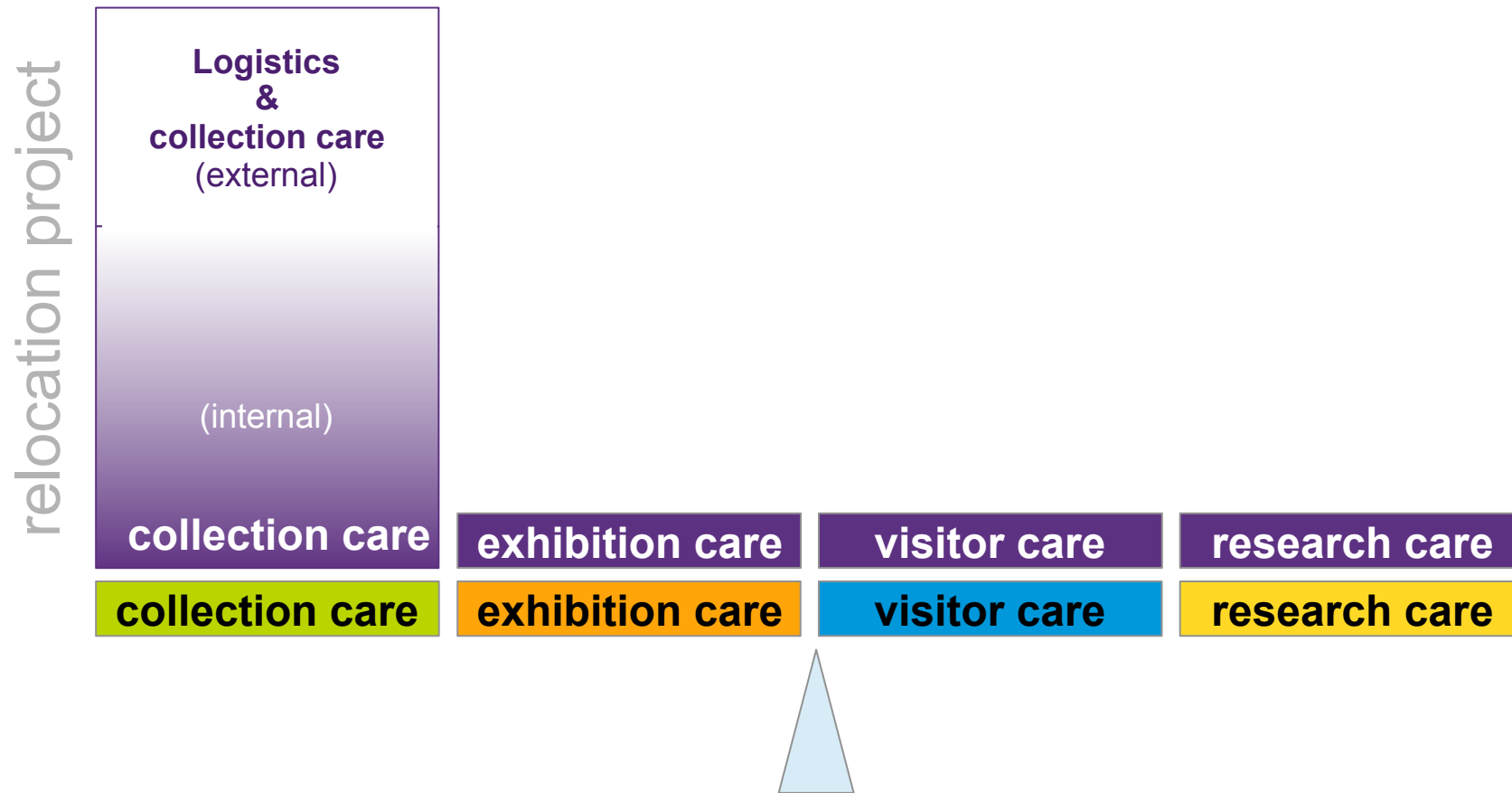
internal & external staff



internal & external staff



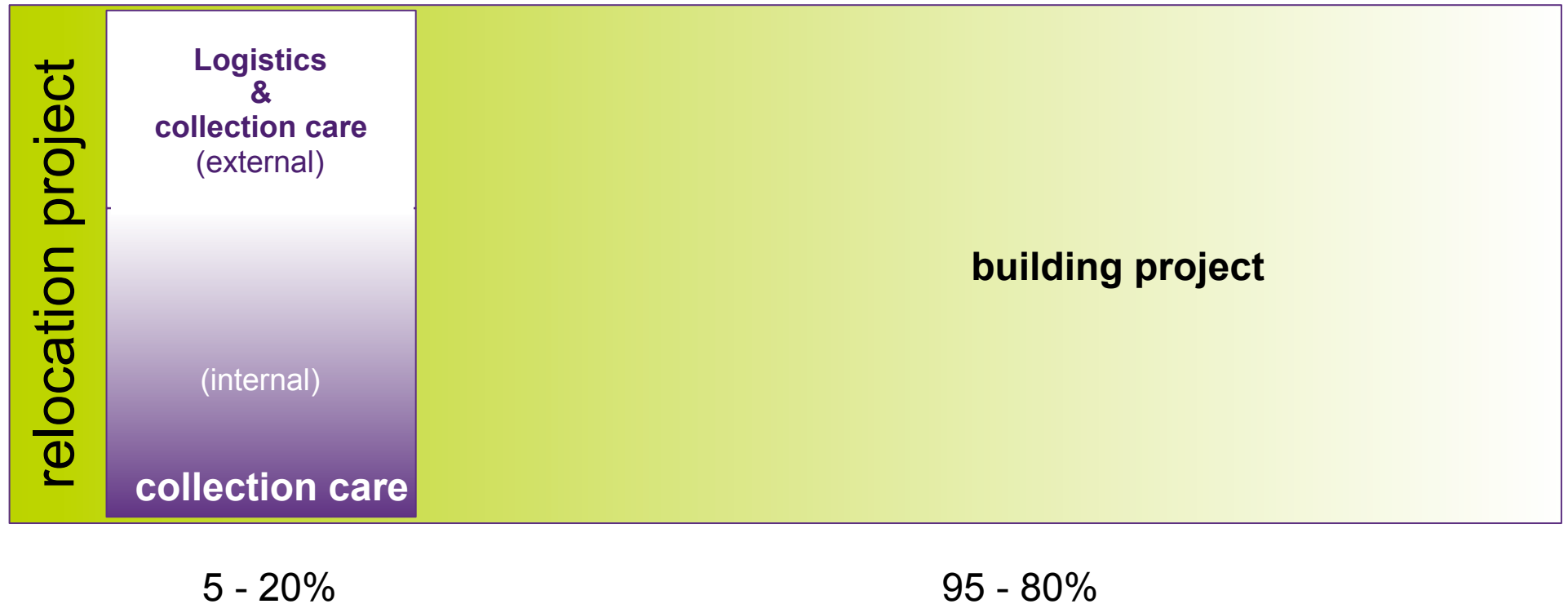
we need trusted extra staff



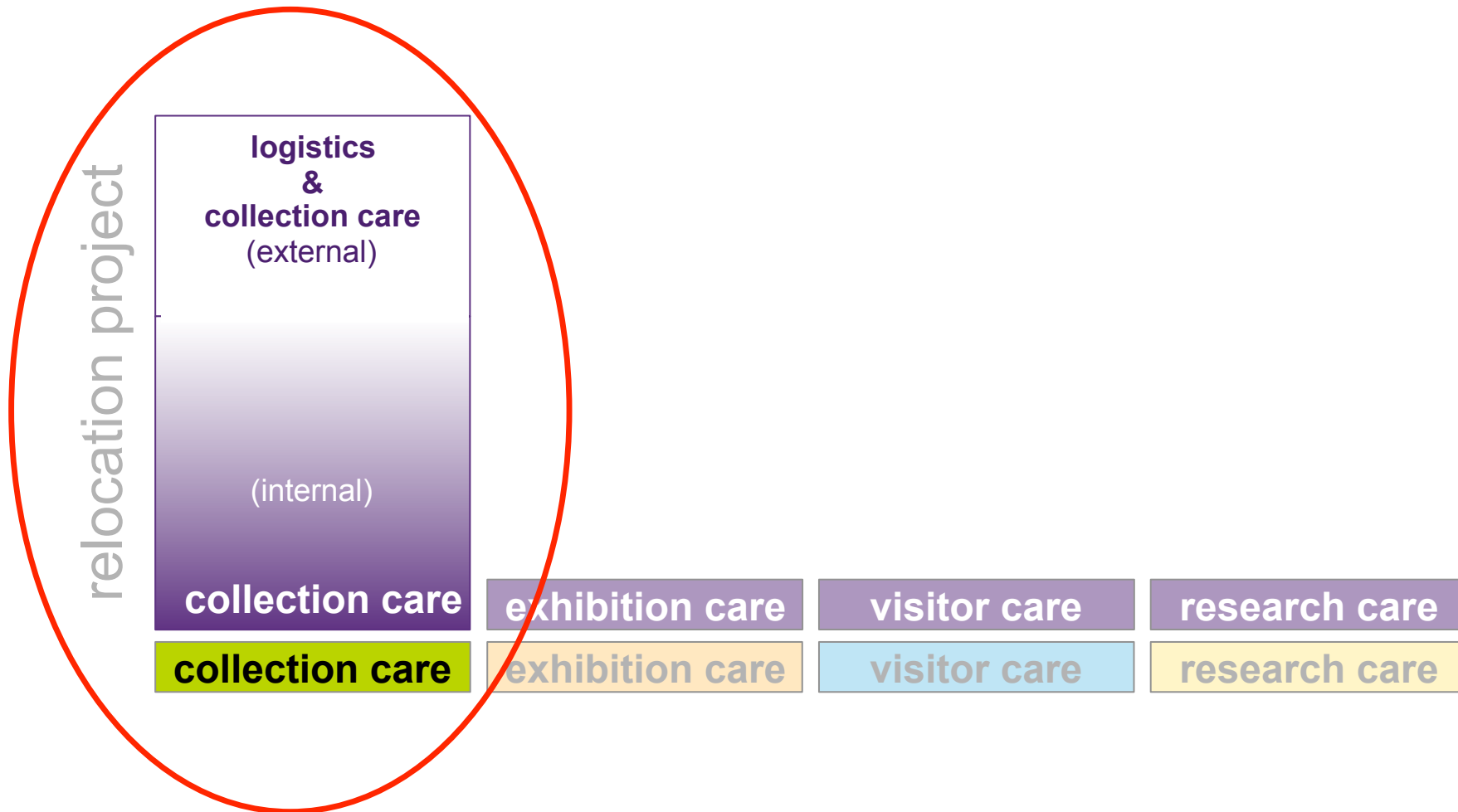
dear CFO please keep in mind . . .



dear CFO please keep in mind . . .



a closer look to relocation staff



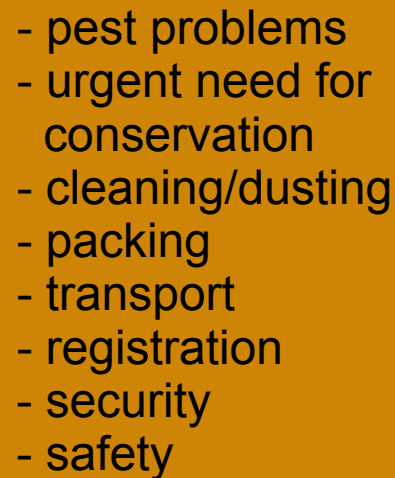
in a relocation project
work simply needs to be done

well planned,
well organized,
well supervised,
safely done,
finished on time

we have to fulfil several tasks
during a collection move



we have to fulfil several tasks during a collection move

- 
- pest problems
 - urgent need for conservation
 - cleaning/dusting
 - packing
 - transport
 - registration
 - security
 - safety

- ▶ insect infestation
- ▶ make an object fit for transport

- ▶ introduce bar code or QR code
- ▶ toxic objects, mould

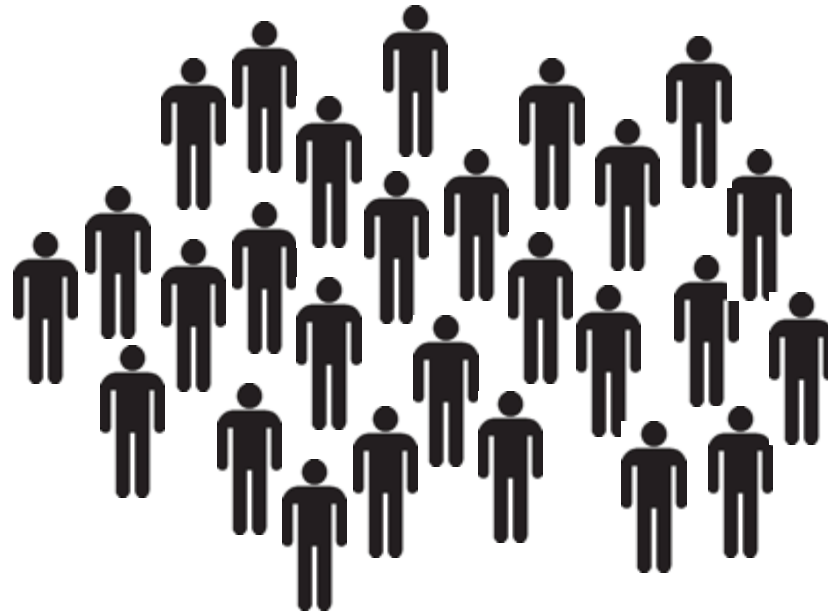
- digitization
- deaccessioning
- . . .

first of all - we need hands



Photo: Trixibedlam 2007 on Flickr

first of all - we need many hands



we need *several* independent working groups on *every* site

actual site



new site



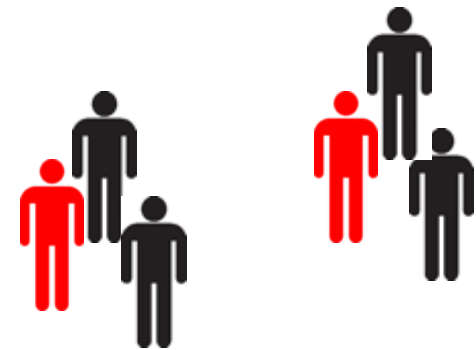
„sensible hands“ to handle objects with care

we need different skills

actual site



new site



on two workers we need one experienced *leader* who *can take some decisions*
(art packer, museum technician or conservator with relocation experience)

we need stand-by-men

actual site



new site



on two workgroups one *stand-by-man* for auxiliary works is helpful

on every site - we need decision makers

actual site



new site



on every site we need one experienced **decision maker** who is mostly (80%+) present on site and trusted by the institution and the staff

on every site - we need decision makers



on every site we need one experienced **decision maker** who is mostly (80%+) present on site and trusted by the institution *and* the staff

a decision maker's task

actual site



she/he brings experience,
know how, methods,
processes, trust

decides

gets decisions made

organizes

arranges

orders

checks

looks after the staff

helps

new site



a decision maker's qualification

actual site



she/he has skills/knowledge in

organization/planning

staff leading

psychology

object cleaning

object conservation

object handling

object packing

logistics/transport

...

new site



on every site - we need decision makers

actual site



new site



she/he is an absolute all rounder

on every site - we need decision makers

actual site



new site



she/he is an absolute all rounder

***Decision makers on site are your most valuable colleagues in the project!
They are the real trouble shooters!***

some reflections on costs



Elephant & Photo: Barth Dunkan 2012 (Flickr)

some reflections on costs

**The more complex a relocation is,
the more difficult it is to estimate its costs**



Photo: small museum 2012 (Flickr)

some reflections on costs

**The more complex a relocation is,
the more difficult it is to estimate its costs**

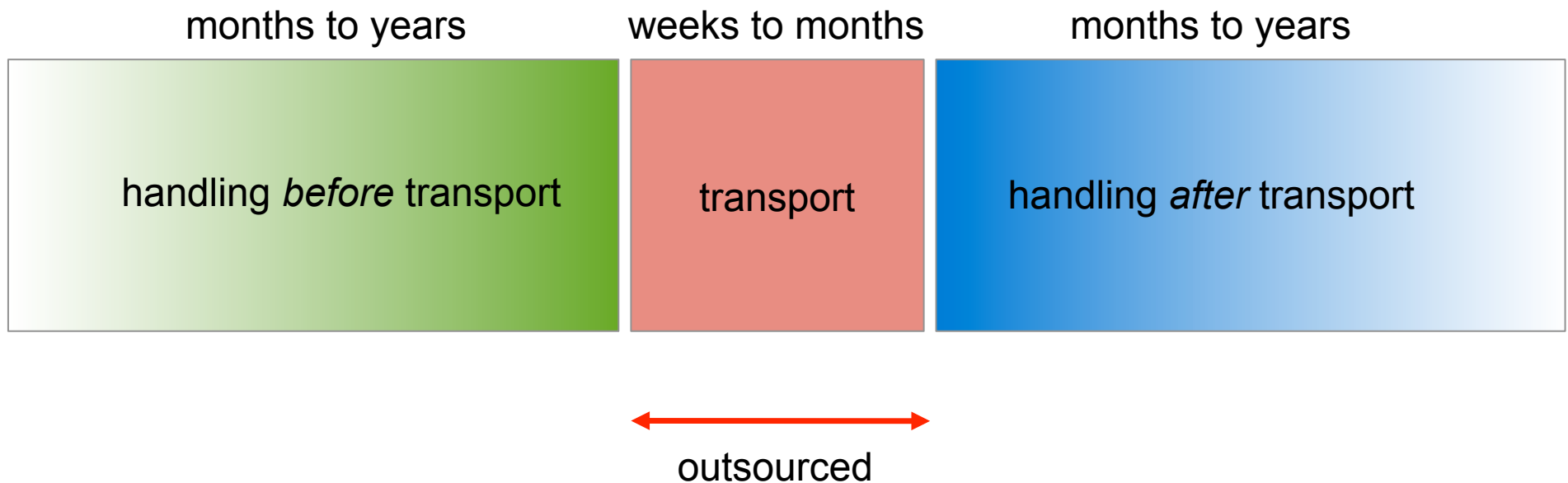
**The more you outsource in a package,
the more risk the company takes itself
&
the higher the risk premium is**

some reflections on costs



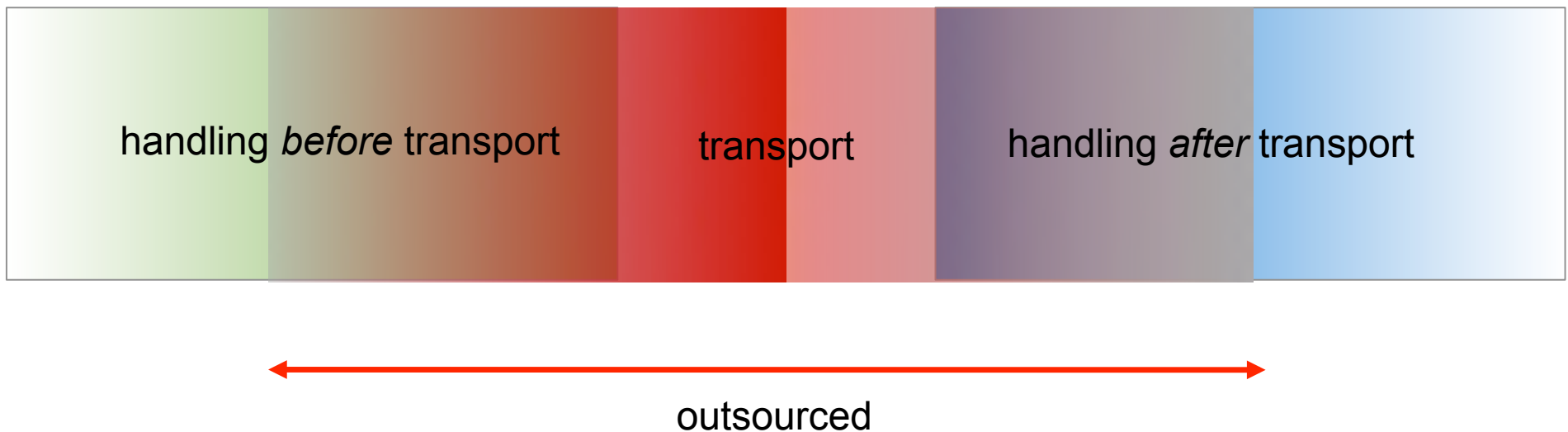
option 1 – minimal outsourcing

only the physical transport of the objects is outsourced



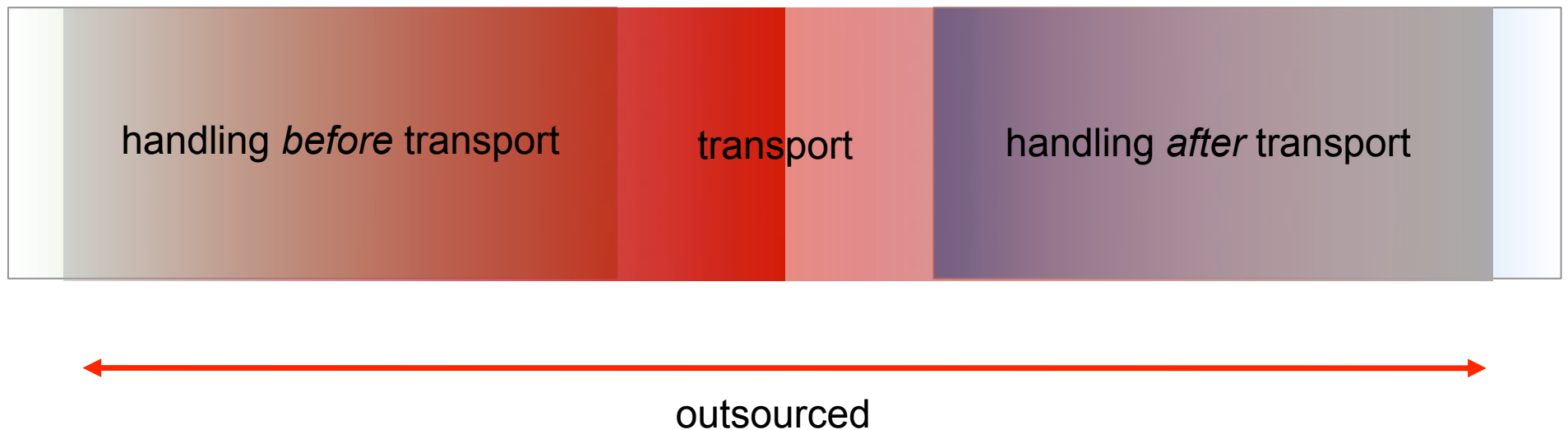
option 2 – medium outsourcing

the physical transport and **some** handling of the objects is outsourced



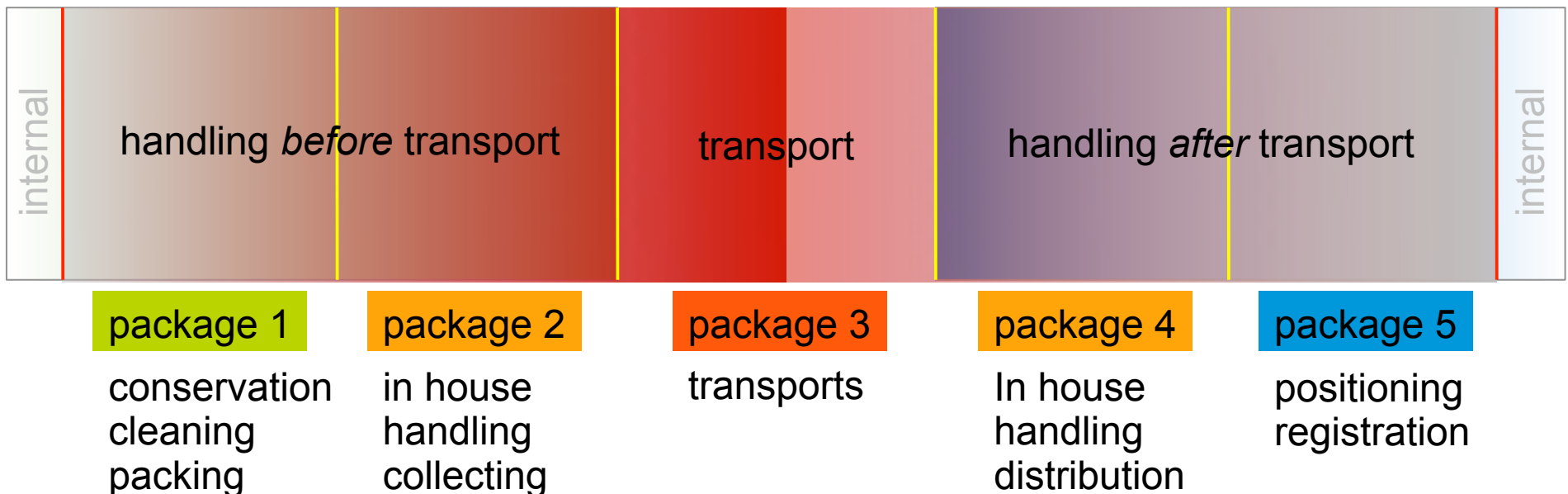
option 3 – maximum outsourcing

the physical transport and **most** of the object handling is outsourced



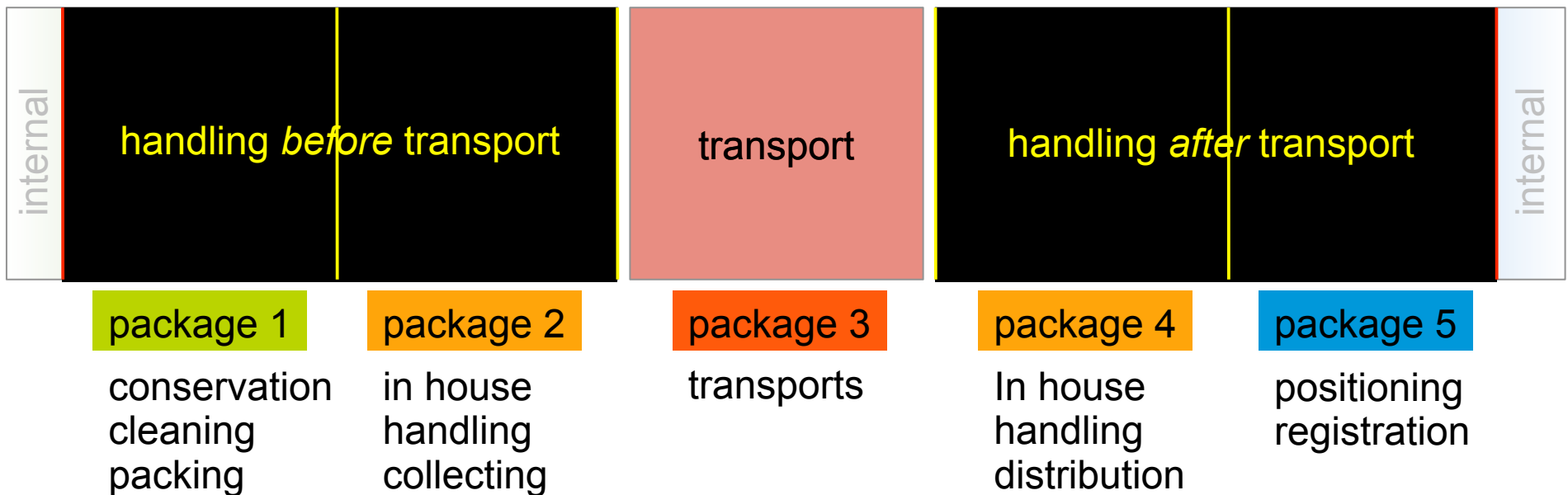
packages

**The more you outsource in a package,
the more risk the company takes itself
and the higher the risk premium is.**



packages

The more you outsource in a package,
the more risk the company takes itself
and the higher the risk premium is.



the somehow distorted museum view



Photo: Juan Valentin 2010 (Flickr)

a shift in view is needed

from single object



Photo: Bloss Auktionen 2010

to a bulk of objects



Photo: Smithsonian NMNH bird collection, Photo: Chip Clark 2009

a shift in view is needed

from single object



Photo: www.fineartship.com, 2009

to a bulk of objects



Photo: Schweizerisches Landesmuseum, Zürich 2009 (Prevalt)

a shift in view is needed

from the move of a single object . . . to the move of many objects



Photo: Staedel Museum, Frankfurt 2011



Photo: Flickr, Mr. Thinktank, Shanghai, 2011 (Creative Commons Licence)

a shift in view is needed

from the move of a single object . . . to the move of many objects



Photo: Staedel Museum, Frankfurt 2011



Photo: Flickr, Mr. Thinktank, Shanghai, 2011 (Creative Commons Licence)

every move is a risk

a shift in view is needed

from the move of a single object . . . to the move of many objects



Photo: Staedel Museum, Frankfurt 2011



Photo: Flickr, Mr. Thinktank, Shanghai, 2011 (Creative Commons Licence)

every move is a risk

but

a shift in view is needed

from the move of a single object . . . to the move of many objects



Photo: Staedel Museum, Frankfurt 2011



Photo: Flickr, Mr. Thinktank, Shanghai, 2011 (Creative Commons Licence)

every move is a risk

but

we have to take some risks in order to fulfil our task in a reasonable way

considering risks

from single object



to bulk of objects



from minimum risk to acceptable risk
from prohibitive costs to affordable costs
from time consuming packing to quick & simple packing
from complex solutions to easy solutions

considering risks

from single object



to bulk of objects



from minimum risk to acceptable risk
from prohibitive costs to affordable costs
from time consuming packing to quick & simple packing
from complex solutions to easy solutions

but still safe for the object!

considering risks

from single object



to bulk of objects



from minimum risk to acceptable risk
from prohibitive costs to affordable costs
from time consuming packing to quick & simple packing
from complex solutions to easy solutions

but still safe for the object!

from maximum to optimum

considering risks

from single object

to bulk of objects



from high costs **to affordable costs**

10 basic strategies

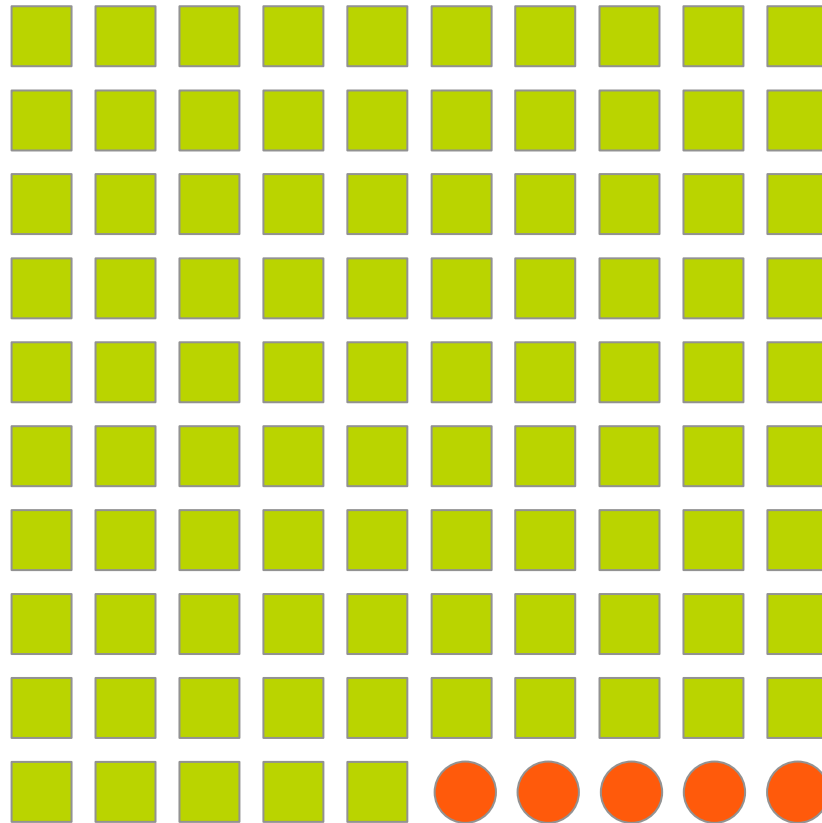


©pll_photos

Photo: Paulo Luft 2013 (Flickr)

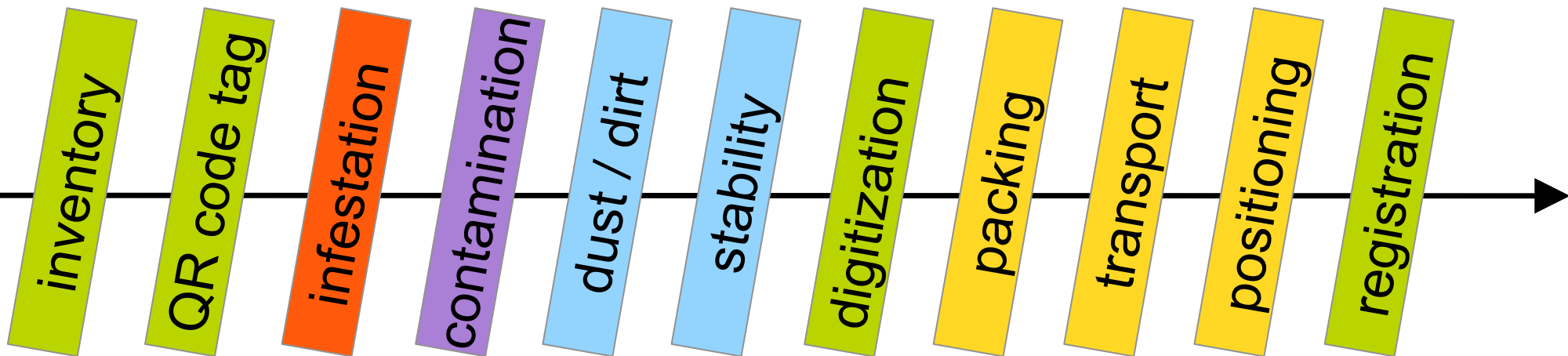
strategy # 1

95% standard – 5% special handling



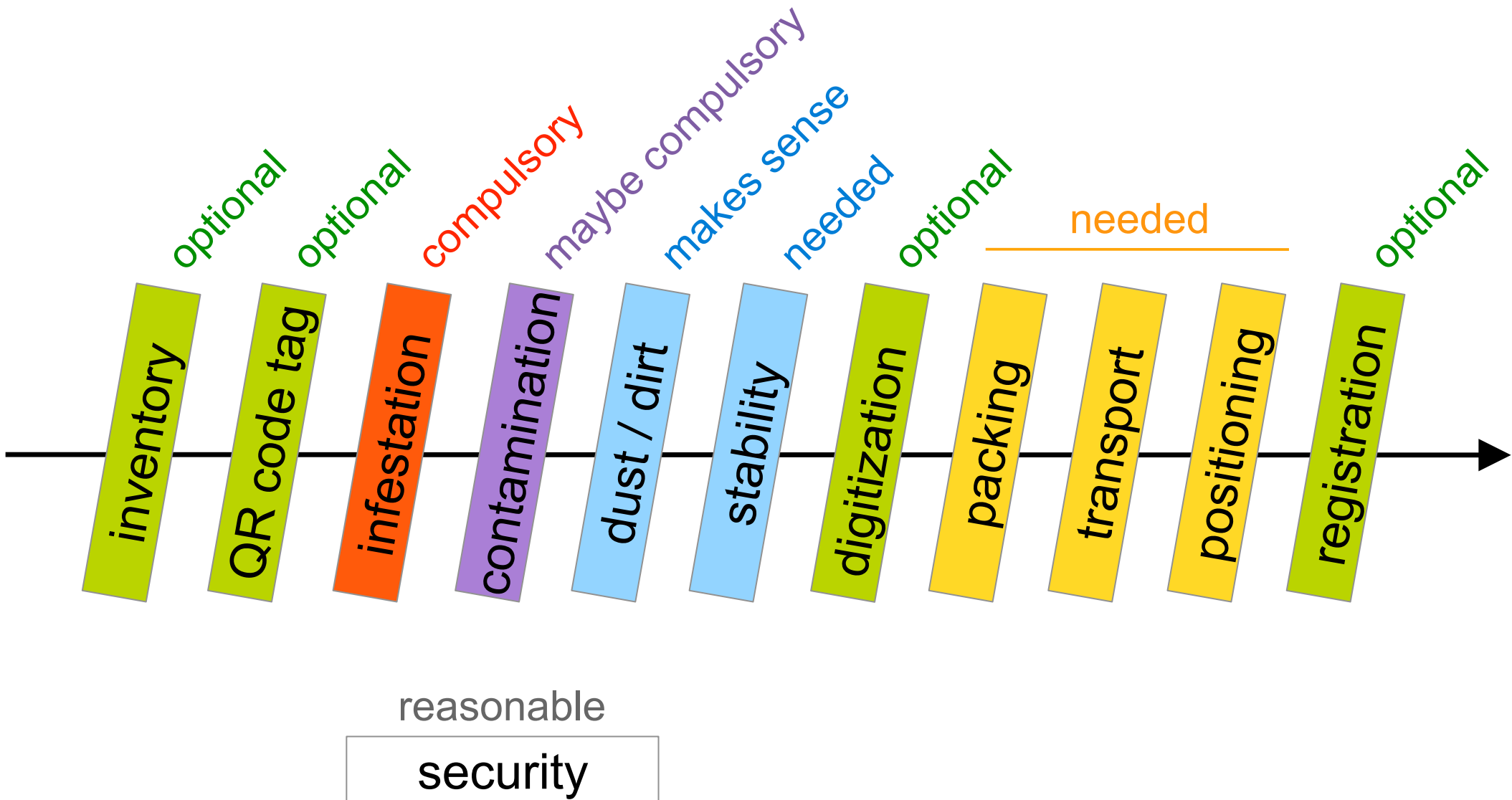
strategy # 2 eleven processes + one

split the relocation project in smaller subprojects

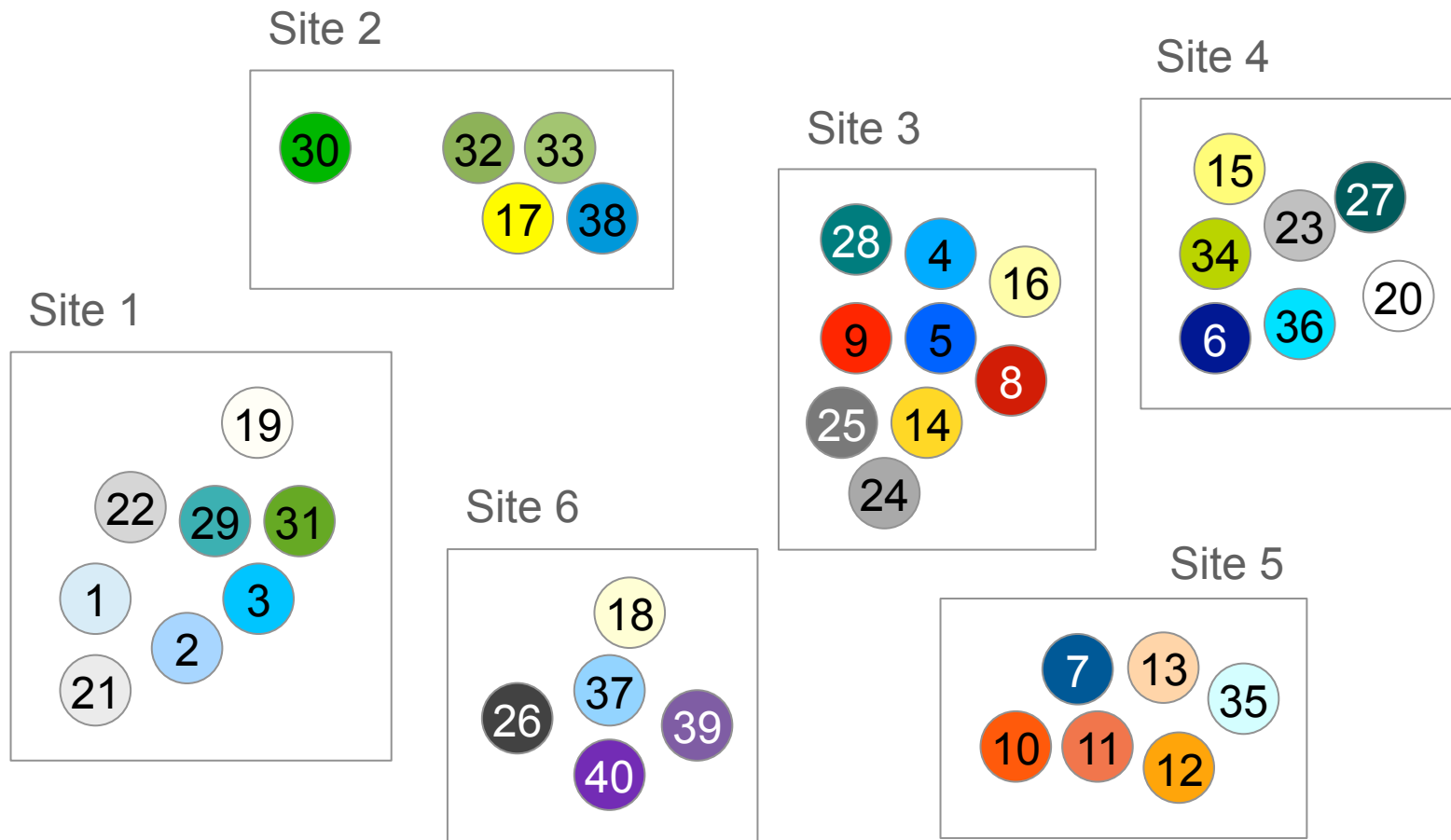


security

strategy # 2 eleven processes + one



strategy # 3 one more process



strategy # 3 correct sequence



new site – new sequence



Photo: Kunsthistorisches Museum, Wien, 2011

strategy # 4 do not over-plan



© Only Photography, Roland Angst, Berlin

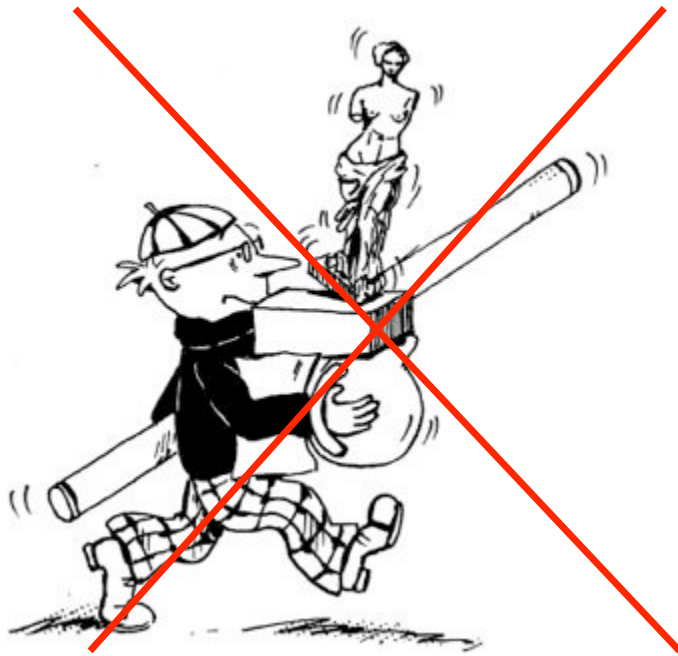
strategy # 5 „kiwi - packing“



Photo: Schweizerisches Landesmuseum, Zürich (Prevert)

- „visible packing“
- secured in two dimensions (not in three dimensions as in a crate)

strategy # 6 „early on rolls“



www.prevar.ch

„hand“-ling prohibited

–



Photo: Prevar

rolling accepted

strategy # 7 standard packing units



Photo: Stadtmuseum, München, 2011 (Prevalt)



Photo: Kunsthistorisches Museum, Wien, 2011

- use standardized packing units, that are easy to use and safe to handle
- use adequate climate and weather protection

strategy # 8 space, space, space



Photo: Kunsthistorisches Museum, Wien, 2011



Photo: Kunsthistorisches Museum, Wien, 2012

- provide enough space for preparation at the starting point and at the final destination (before positioning in shelves)

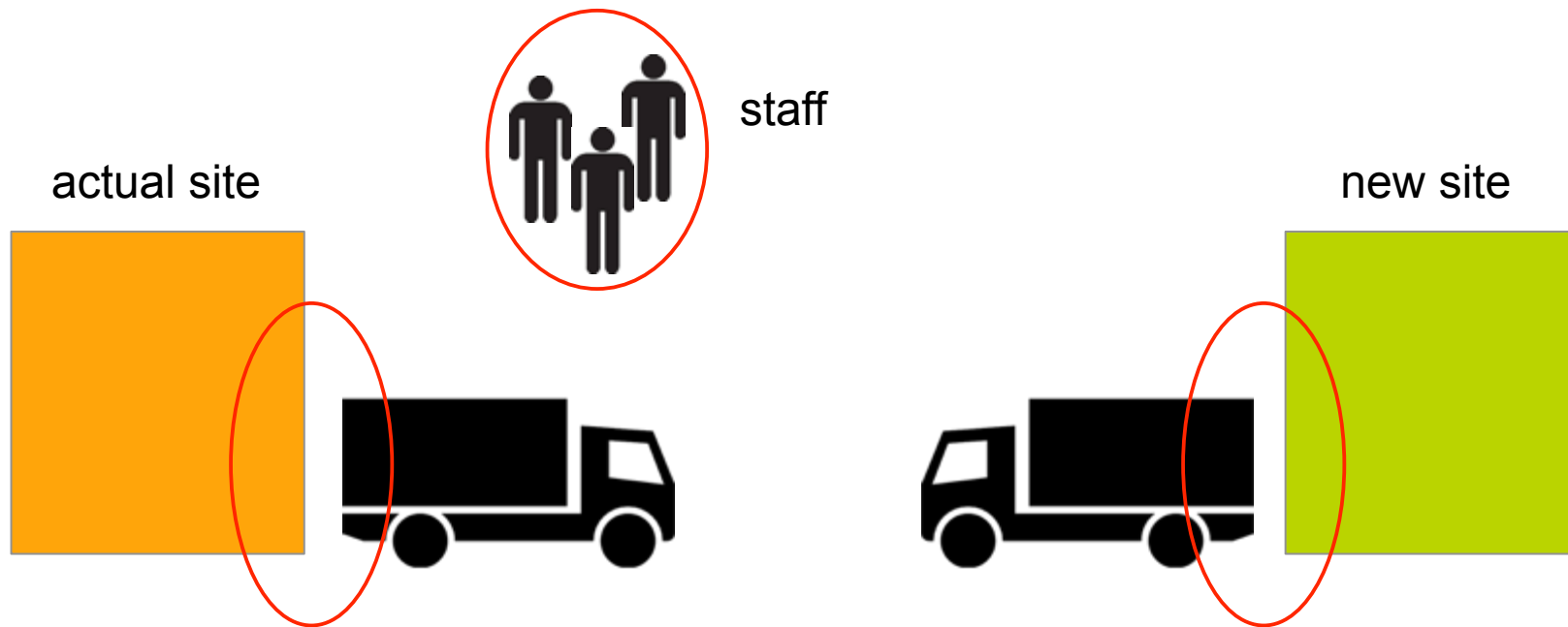
strategy # 9 security is a minor problem!

strategy # 9 security is a minor problem!

yes, it really is !



strategy # 9 security is a minor problem!



- the objects are only for a short time out of the house
- in general, do secure the processes – not the object
- take special precautions - for special objects (< 5%)

strategy # 10 endure uncertainties



methods, tools and materials



methods, tools and materials

- think *early* about processes and packing methods

methods, tools and materials

- think *early* about processes and packing methods
- be aware of considerable **costs** for packing materials

methods, tools and materials

- think *early* about processes and packing methods
- be aware of considerable *costs* for packing materials
- use ***standard products*** – if possible reusable

methods, tools and materials

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- be aware of considerable *costs* for packing materials
- use *standard products* – if possible reusable
- order tools and materials **on time** (and enough!)

methods, tools and materials

- think *early* about processes and packing methods
- be aware of considerable *costs* for packing materials
- use *standard products* – if possible reusable
- order tools and materials *on time* (and enough!)
- evaluate where *special packing* is (really) needed

standard industrial packing units I



Photo: 2011 (Prevert)

Europalettes (120 x 80 cm)
foldable frames (16 cm)
unfoldable frames (45 cm)



Photo: Museum, Stans, 2011 (Prevert)

PE-palletes (120 x 80cm)
PE-boxes (60 x 40cm)

standard industrial packing units II



Photo: 2011 (Prevalt)

Corlettes ®
(from 120 x 110 cm to 270 x 110cm)



Photo: 2011 (Prevalt)

stacking rack for euro pallets

standard industrial packing units II



Photo: Kunsthistorisches Museum, Wien, 2011 (Prevart)

Corlettes ®



Photo: Stadtmuseum, München, 2011 (Prevart)

stacking rack for pallets

use easy solutions



Photo: Stadtmuseum, München, 2011 (Prevart)

glazed cupboard
fixed on pallet with polyester straps



Photo: Stadtmuseum, München, 2011 (Prevart)

gaming table and chairs
fixed on oversize pallet

use easy solutions



Photo: Stadtmuseum, München, 2011 (Prevert)

easy fixing of objects with
cotton tape within palette frame



Photo: Stadtmuseum, München, 2011 (Prevert)

fixing furniture on
modified palettes

special solutions - transport cushions



Photo: Schweizerisches Landesmuseum, Zürich, 2009 (Prevart)



Photo: Schweizerisches Landesmuseum, Zürich, 2009 (Prevart)

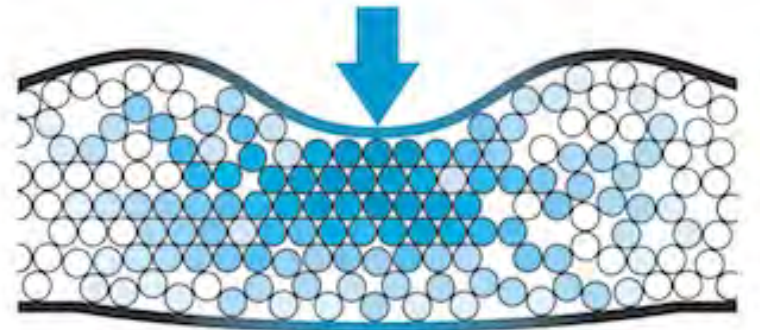
cushions made of tyvec or jersey and filled with pellets made of polyethylene

special solution - vacuum cushion



Photos: Stadtmuseum, München, 2011

Vaco 12 by www.poly-pad.com



special solution – for special objects



Photo: Schweizerisches Landesmuseum, Zürich, 2009 (Prevalt)

firearms on custom made frame



Photo: Stadtmuseum, München, 2011 (Prevalt)

chandelier hung in a box
(in process)

10 advices

PAY ATTENTION,
THE ANSWERS
ARE ALL
AROUND YOU.

-JEFF LINN

10 advices

1. **Start** your relocation project as **early** as your building project

10 advices

1. *Start* your relocation project as *early* as your building project
2. A collection move needs considerable ***additional resources***

10 advices

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3. ***Shift your view from „single object“ to „bulk“***

10 advices

1. *Start* your relocation project as *early* as your building project
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3. *Shift your view from „single object“ to „bulk“*
4. Design suitable **processes**, using adequate staff, tools and materials

10 advices

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- 5 Do not plan too much in detail – ***focus on the over all objectives***

10 advices

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6. Look early for ***specific know*** how to manage a collection move

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7. Hire experienced staff early in the project - your ***decision makers***

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7. Hire experienced staff early in the project - your *decision makers*
8. Do not hire too many *over-qualified staff*.
9. Don't be afraid of taking some acceptable *risks*
10. **Take it easy!**

I do ...



Thank you for your attention!



The whole presentation is available at www.prevalt.ch, google search “XXL Collections Prevalt”