

# MOBILITY GRANTS 2022 5th Call





## List of the winners 2022

Forename	Sending Institution	Function	Host Institution	SCORE /120
Paulina Organiściak-Kwiatkowska	Royal Łazienki Museum in Warsaw (Poland)	Education Specialist	Palace of Chambord (France)	<b>120</b>
Maciej Żołnierczuk	Museum of King Jan III's Palace at Wilanów (Poland)	Specialist of Landscape protection	Prussian Palaces and Gardens Foundation Berlin-Brandenburg (Germany)	<b>120</b>
Claudia Rubino	Palace of Versailles (France)	Restorer of sculptures	Patrimonio Nacional (Spain)	<b>118</b>
Greta Hübner	Prussian Palaces and Gardens Foundation Berlin-Brandenburg (Germany)	Conservator for Ceramics and Glass objects	Royal Danish collection (Denmark)	<b>117,5</b>
Carlo Paulus	Prussian Palaces and Gardens Foundation Berlin-Brandenburg (Germany)	Advisor Public Relations	Palace of Schönbrunn (Austria)	<b>117,5</b>
Jacek Kuśmierski	Museum of King Jan III's Palace at Wilanów (Poland)	Historic Garden Specialist	Paleis Het Loo (The Netherlands)	<b>117</b>
Sabine Kuhn	Prussian Palaces and Gardens Foundation Berlin-Brandenburg (Germany)	Project controlling /construction management	Patrimonio Nacional (Spain)	<b>110,5</b>
Birgit Schmidt-Messner	Palace of Schönbrunn (Austria)	Curator, scientific department	Palace of Versailles (France)	<b>109,5</b>
Björn Ahlhelm	Prussian Palaces and Gardens Foundation Berlin-Brandenburg (Germany)	Museologist	Museum of King Jan III's Palace at Wilanów (Poland)	<b>109,5</b>
Petra Reiner	Palace of Schönbrunn (Austria)	Head of Corporate Communication and spokesperson	Prussian Palaces and Gardens Foundation Berlin-Brandenburg (Germany)	<b>108,5</b>
Maria Maya Ertl	Palace of Schönbrunn (Austria)	Brand Manager	Palace of Versailles (France)	<b>108</b>
Evelyn Larcher	Palace of Schönbrunn (Austria)	Corporate communication and public relations	Prussian Palaces and Gardens Foundation Berlin-Brandenburg (Germany)	<b>105</b>
Nikoletta Imre	Royal Palace of Godollo (Hungary)	Communication co worker	Parques de Sintra-Monte da Lua (Portugal)	<b>103</b>
Daniel Łukasz Cichorski	Royal Łazienki Museum in Warsaw (Poland)	Coordinator in the Kubicki Stables and in the Cantonists' Barracks	Palace of Versailles (France)	<b>100</b>

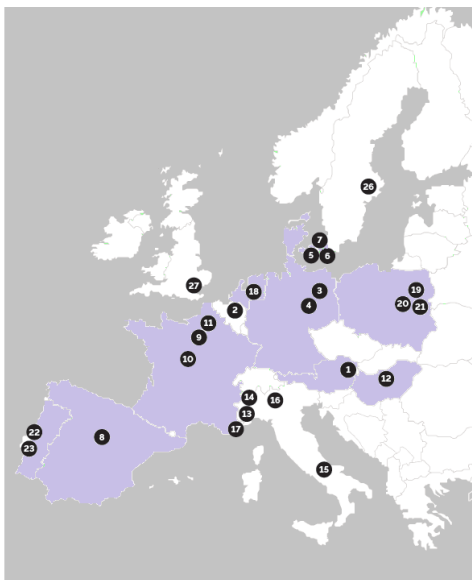
## Summary

Sending institution
Palace of Schönbrunn (Austria)
Prussian Palaces and Gardens Foundation Berlin-Brandenburg (Germany)
Palace of Versailles (France)
Royal Palace of Godollo (Hungary)
Royal Łazienki Museum in Warsaw (Poland)
Museum of King Jan III in Wilanow (Poland)

TOT/6

Host institution
Palace of Schönbrunn (Austria)
Royal Danish collection (Denmark)
Patrimonio Nacional (Spain)
Prussian Palaces and Gardens Foundation Berlin-Brandenburg (Germany)
Palace of Chambord (France)
Palace of Versailles (France)
Museum of King Jan III's Palace at Wilanów (Poland)
Parques de Sintra-Monte da Lua (Portugal)
Paleis Het Loo (The Netherlands)

TOT/9



⇒ **14** winners involving **11** institutions from **8** countries

Jacek Kuśmierski

Historic Gardens Specialist

Sending institution: Museum of King Jan III's Palace at Wilanów, Poland

Host institution: Paleis Het Loo, The Netherlands

Date of mobility: 02 to 10 July 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

The network's contact person in my residence

Do you think that the procedure to follow to apply was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1      2      3      4      **5**

Would you have any changes to suggest concerning the procedure?

No



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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

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Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

I have improved my skills in the historic gardens, with particular emphasis on : restoration and maintenance; management of the historic garden with botanical garden status; creative solutions to contemporary challenges such as climate change and COVID-19 pandemic; the restoration of the

Dutch Delftware artworks and other garden features; cultivation and management of the National Citrus Collection; organisation of garden exhibitions, plant displays and educational activities; the role of gardens in communication with the public and promotional activities; collaboration with schools and volunteers on garden work. It was particularly important to learn about : methods of establishing national and international cooperation projects; natural growing methods; modern gardening tools; managing the Iris BG plant collections database. They will be particularly important for the projects which I manage such as : adaptation of the orangery and restoration of the collection of historic citrus varieties, reconstruction of a collection of 22 Delftware garden vases from the 18th century, reconstruction of an 18th century kitchen garden and establishment of the Wilanów historic gardens school and horticulture or forestry volunteering programme. Each intervention is considered in terms of its environmental impact, with the aim of maintaining the highest possible standards of sustainability. Different methods of education were also important: information boards and plant signings and themed events. One of the most important result of the mobility was increased contacts and enhanced networking in the Netherlands. In preparation for mobility, I developed a study about the the Dutch contribution to the Polish gardens, which will strengthen the future collaboration between the Het Loo Palace and the Museum of King Jan III's Palace at Wilanów. The practical exchange of knowledge and experience was accompanied by a mutual deepening of the history of the two residences and a better understanding of them. We developed a vision for a working meeting on education in historic gardens.

In the Wilanów Palace, I am going to organise a volunteer programme based on the creation of direct links; to combine workshops with ongoing care and maintenance work (audience activation); to develop partnerships with institutions, organisations, associations and foundations; to change the language of communication with the public; develop offers and scenarios for workshops among staff and specialists in various fields; create interactive



exhibitions, workshops and crafts training courses. Participation in the ARRE Annual Mobility Grant was an excellent opportunity to undertake a study visit to one of the most notable and prestigious royal residence in Europe, but also was a chance to develop many skills that I will use in my daily work.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

In preparation for mobility, I developed a study about the the Dutch contribution to the Polish gardens, which will strengthen the future collaboration between the Het Loo Palace and the Museum of King Jan III's Palace at Wilanów. The practical exchange of knowledge and experience was accompanied by a mutual deepening of the history of the two residences and a better understanding of them. We developed a vision for a working meeting on education in historic gardens.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them below.

N/A

**Petra Reiner**

Head of Corporate Communications and Spokesperson

Sending institution: Schönbrunn Group, Austria

Host institution: Prussian Palaces and Gardens of Berlin-Brandenburg, Germany

Date of mobility: 18 to 23 July 2022



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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

CEO Klaus Panholzer

Do you think that the procedure to follow to applicate was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1    2    3    4    **5**

Would you have any changes to suggest concerning the procedure?

No

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

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Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

The participation in the Mobility Grant Program was extremely rich in the exchange of ideas and experiences in Corporate Communications (internal and external), Stakeholder Management, Corporate and Public Affairs, Strategy & Development, Covid-19 Crisis Communication/Management, Corporate Social Responsibility and Sponsoring.

The focus was on the areas of Strategy, Development and Communication, with regard to commonalities and differences as well as challenges in the arts and culture as well as tourism and museums sector. A special highlight was the opportunity to get to know a selection of the sites by means of special guided tours.

In the field of preservation and conservation, both institutions have a long and successful history. Restorations are being driven forward and covered within the Schönbrunn Group by its own funds. In the Prussian Palaces and Gardens of Berlin-Brandenburg, interesting and remarkable sponsorship models have also developed. In addition to restoration projects, these models are also applied to cultural education programs and participation formats (e.g. APP Borderzone).

During the special guided tour Denk x Pflege at the Roman Baths, the challenge of the restoration measures in combination with the requirements of accessibility was very clearly demonstrated. Likewise, the special guided tour of the Neues Palais provided a very exciting explanation of the preservation measures that have been taken in order to be able to offer guests a very high-quality and unique program.





In addition to the preservation and conservation of the buildings and objects, the gardens must also be considered. This also shows that palace gardens have always been, but are now increasingly, to be seen as recreational areas and leisure destinations. This has also increased in particular during the Covid-19 situation. This means that, in addition to classic requirements (well-kept gardens, guidance system, WC facilities, etc.), new needs of guests must also be taken into account (digital guidance system/app, catering, sunbathing areas, increased cleaning, etc.).



It is noticeable that the area of cultural education is increasingly becoming the focus of attention in both institutions. On the one hand, this is due to a partially C19-related shift in target groups (in addition to international guests, increasingly also local, national guests) towards a more diverse and more varied audience or socio-political changes, which increasingly lead to the fact that the audience of places such as museums also wants additional formats for socio-political discussion or participation in addition to the classic offer. This in turn also requires that cultural education be thought of in more diverse ways. In the foundation, for example, with reference to the new special exhibition "Colonialism," discussions with civil society are sought in advance,

and participation is facilitated in a moderated manner. In doing so, it is assumed that the foundation sees itself as a learning organization, which in turn demonstrates the foundation's open self-image. These new accents are set in particular in the design of special exhibitions. But also in the context of the permanent exhibition, for example in Cecilienhof, it becomes apparent how important it is to include current events in the context of the permanent exhibition. This was also explained very remarkably and vividly during a special guided tour.

This requires process thinking in external as well as especially in internal Communication.

In conclusion, the Mobility Grant Program was very positive and instructive in all areas and at all levels, and was an absolute enrichment for all participants, whether as guests or as hosts. for the opportunity to participate in this great program.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

We will certainly keep in touch!

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them below.

I would like to thank the Network for European Residences, the host Prussian Palaces and Gardens of Berlin-Brandenburg (the whole team, especially my supervisor/mentor Carlo Paulus and Mr. Dorsemagen, Mr. Simmich and Mr. Lehmann für the guided tours) as well as the Schönbrunn Group for the opportunity to participate in this great program.

**Nikoletta Imre**

Communication co-worker

Sending institution: Royal Palace of Gödöllő, Hungary

Host institution: Parques de Sintra-Monte da Lua

Date of mobility: 11-16 September 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

Our director, dr. Tamás Ujváry informed everyone about the possibility by email

Do you think that the procedure to follow to applicate was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

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Would you have any changes to suggest concerning the procedure?

No, I don't have

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

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Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

Every year, the European Royal Residences announces the Mobility Grants application, within the framework of which it provides the employees of the affiliated castles with the opportunity to exchange professional experience. Between September 11 and 16, 2022, I was hosted by the Portuguese company Parques de Sintra. My main motivation was to get to know my own field of expertise, communication and marketing at the receiving party. Narrowed down to their social media activities, operations, event management from the point of view of communication and their policies. Ana Martins, my contact person, introduced me in detail to the above. I was able to find out in which directions the posts are prepared, how the photos are prepared, how they talk to the B2B partners, what interfaces they use and how many



people work in the group. Social media and marketing work in some ways in the same way in both of our organizations, but I brought home a new way of looking at it. Their change of attitude in response to the pandemic was interesting to me, and I was glad that I was able to see more into this as well. The communication group consists of 9 members and they deal with the following: press service, advertising, website, social media, communication design, image capture, image bank management, content curatorship and B2B management. Media appearances are strictly controlled, they post once a day on social media and their purpose is primarily to inform. In addition, they use a lot of stories, mostly video content, with minimal communication, making the most of the effect of visibility. They work closely with the team of event organizers, whom I also met and learned about their work. 7 of the 11 units belonging to them are located in Sintra, the city is only a 40-minute drive from Lisbon. They similarly struggle with one-day tourism, which is typical for us due to our 20-

minute drive from Budapest. One of their missions is that in addition to the Park and National Palace of Pena, their visitors can see more places and thus get to know other cultural heritage. I visited the Park and National Palace of Pena, the National Palace of Sintra, the National Palace of Queluz, the Moorish Castle and the Park and Palace of Monserrate. During my visits, I tested the new application: the CloudGuide developed in 2020, which was a quick response to the pandemic. The application uses clear English to make it understandable for everyone, and after downloading, the knowledge on it remains with the user. In this way, I also had a deeper insight into the guest traffic areas, the management, the signs and the structure of the exhibitions. Their website is a new development, they specifically wanted to convey clarity and a visual experience with it. During the week of my arrival, a jazz concert festival took place, in the preparation of which I participated. Due to the weather, one of the concerts was held in the auditorium in the city instead of Monserrate, and this was immediately announced through their social media platforms. What I learned more about after the trip: I want to put more emphasis on the quality of the photos in our Facebook posts, we also need the participation of the communication group on every interface, we need to ask for much more information about the shootings, so as not to damage the image. The storytelling method I use can bring the visitors closer and helps engagement, I received confirmation of this from Ana as well. Actually, I got a confirmation along the way that I was on the right track with minor refinements, which I really needed. Since the pandemic, they have also been trying to involve the locals, several programs have been addressed to them, such as the picnic. Local residents are also very important to us and we welcome them with some discounts and events. The two institutions are very similar, and it was good to experience the partnership through ARRE firsthand, as we belong together in this way.



How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

Yes, absolutely. We have already talked about this, that we can start to move forward together on common issues on both sides. We are ready to help each other in projects related to ARRE, but also to stay in line with international practices, here I am thinking best of changes in the profession and the responses to them. Like cultural institutions and Tiktok and the rest.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them below.

N/A

**Paulina Organiściak-Kwiatkowska**

Education Specialist

Sending institution: The Royal Lazienki Museum in Warsaw, Poland

Host institution: Château de Chambord, France

Date of mobility: 18-27 September 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

The director of my museum sent us information about the recruitment

Do you think that the procedure to follow to apply was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1      2      3      4      **5**

Would you have any changes to suggest concerning the procedure?

No

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

1      2      3      4      **5**

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

My stay at Chambord turned out to be as valuable as I thought. However, due to the time of year, it was not possible to participate in nature workshops for school groups. This is the only disadvantage of the date I chose for my stay in France. This is because the classes are "made to order" and in the fall the groups simply did not order any activities for the duration of my stay. However, I managed to take part in two types of non-natural science classes, which enriched my point of view on the methods of working with school groups, which I do on a daily basis in Royal Łazienki.



Classes on architecture and historical everyday life allowed me to look a little differently at the classes conducted in Łazienki Królewskie, where I will try to use the knowledge gained at Chambord. Of course, it is impossible to fully translate everything due to the much lower availability of rooms in the Royal Łazienki. The way of conducting classes in France assumed much greater independence of the participants, who had to demonstrate such skills as: planning, logical and critical thinking, and group work. I think I will successfully pass on these observations to my educators and we will use the experience of Chambord employees.

A very interesting option for individual tours is renting "Histopad", a tablet with preloaded software that allows you to compare the current interior design of the castle rooms to the historical appearance and functions of individual rooms.

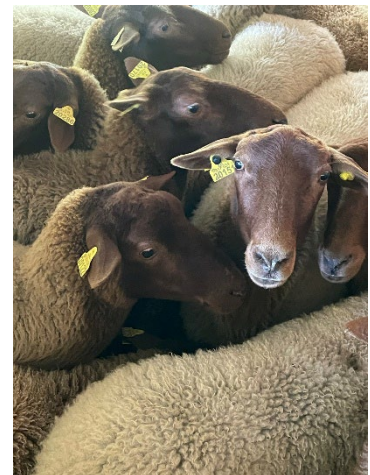
Additionally, in Chambord, a space for children has been created for independent use, which allows them to develop the historical knowledge of the youngest in a creative way. This is something that we also use in Łazienki Królewskie in relation to this age group, because learning through play brings the best results.



The "La Boussole" mobile application also turned out to be an interesting, educational solution for individual recipients who could learn many interesting things about the castle and its surroundings on their own. And I think this is something that I would like to start developing with us.

Both museums seemingly similar (historic buildings, surrounded by trees and fenced) turned out to be completely different, which was also important and valuable information. Due to the location of the Castle in Chambord, visitors are also different than in Poland, because Chambord has to be reached (a place away from the metropolis), therefore people who come to visit are interested in the topic, taking full advantage of this place. Łazienki Królewskie, on the other hand, is located in the center of Warsaw, which is a large city where green areas are not very numerous. Therefore, visitors to Łazienki Królewskie treat this place mostly as a municipal park for everyday entertainment, and not as a fully historic area, which significantly changes their point of view on this space and, for example, their behavior towards animals and plants. It was very interesting to see this difference, because I believe that acquiring new visions or competences during trips is important, but it is also important to realize that not everything that works in one place will be equally good in another.

In Łazienki, the animals we help in terms of reproduction are peacocks. After hatching, the young are taken with their mother to aviaries to protect them from foxes. However, this breeding is not as controlled and supervised as that of the Chambord Solognote Sheep. It was extremely interesting to participate in splitting the herd into two more. During my visit, a breed expert also came to the herd to check whether the sheep had all the features of a pure breed, or whether some individuals had acquired undesirable features. It is an enormously time-consuming and difficult job to maintain a good, stable, but at the same time genetically diverse population of a species of animal. I would rather not use this knowledge in practice in



Royal Łazienki, but privately, as a biologist, I could see what it looks like and it was extremely interesting. Chambord is an amazing place, very rich in flora and fauna, fenced by a wall 32 km long, creating a fairly closed enclave for animals. As a result, large mammals require rational management of their numbers. During several off-road trips to the forest (to the part closed to the public on a daily basis), I learned how the employees manage the number of these animals. When it comes to wild boars, which have very large increases in numbers, quantitative hunting is necessary, while when it comes to deer, qualitative hunting is carried out. Chambord is also the place from which deer were caught and transported to forests all over Europe to enrich other populations.

Educating people who come to Chambord about hunting is less complicated than in Warsaw, due to the fact that people who come here are interested strictly in this subject. The audience of Royal Łazienki is mostly interested in the history of art and it comes as a shock to us that we have a

department- Museum of Hunting and Horsemanship. But this only shows how important education in this field is, especially since hunting is part of our historical heritage.

As for the part involving visits to the forest, I had the opportunity to take part in guided trips, which consisted of an off-road car ride through the forest with a story about the flora and fauna of the area, which significantly enriched my knowledge and was developing both on a business and private basis. The second reason for the trips of organized groups of adults and individuals was the observation of deer rutting. During my stay there was the hottest mating season for this species, which allowed me to observe their behavior during this extremely tight time for the first time in my life. It took place at viewpoints. Each trip lasted several hours and took place in the early morning or evening hours. It was interesting to see how the ability to see animals at a really close range was solved without interfering with their life and space. I think that this is something that could be used in our country, but in the more distant future and, of course, on a smaller scale. However, viewpoints without interfering with the animal space are something absolutely wonderful, because they allow you to observe the behavior of animals without being distracted by human presence.

When it comes to the cultivation of edible plants, there is a chance that the knowledge gained in Chambord will be useful to me, because the Royal Łazienki has been planning to establish a small vineyard or vegetable gardens for some time. Therefore, I am all the more happy that I could take part in the grape harvest as well as in the guided tours of vegetable gardens in France and see what methods of cultivation and education in this subject are used.

To sum up - I believe that I used the trip in 99%. My only regret is that I did not see the nature workshops, but remembering what the historical ones looked like, I can imagine the course of the natural sciences. It was a great experience to go to Chambord and I am grateful that I had this opportunity.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

1      2      3      4      **5**

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

It seems to me that there would be such a possibility. Despite many differences, I also see the similarities between the two institutions. However, being pragmatic, I believe that the most valuable cooperation is the exchange of experiences among individual employees of specific departments in



order to be able to implement other activities and strategies in their work than regular cooperation in a specific field. Also due to the fact that each institution has a lot of work, a developed way of operating, etc.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them below.

No comments, I think that the possibility of getting ARRE grants is a great thing and an opportunity for development. Thank you .



Birgit Schmidt-Messner

Curator

Sending institution: Schönbrunn Group, Austria

Host institution: Château de Versailles, France

Date of mobility: 05-09 September 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

Per email to SKB Schloss Schönbrunn

Do you think that the procedure to follow to apply was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicated / 5 = Yes, totally. Very easy ]

1      2      3      4      **5**

Would you have any changes to suggest concerning the procedure?

No

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

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Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

Arriving already at September 4th in Versailles I dedicated this day to experience the estate of Château Versailles „as a tourist“ since I was interested in the procedures of entering, in the varieties exploring and passing through the different areas. Following the visitor's route through the palace first, I subsequently passed the garden to visit the Grand and Petit Trianon as well as the Hameau. In retrospect this presented the best preparation for the following days since all specialists in charge offered a very focused look behind the scenes and pointed out the variety of different issues related to restoration, furniture and decoration. Due to the fact of being already aware of the ensemble I

kept always in mind the demands of the peculiarities in detail. Compared to scientific analysis I was able to attain the details by starting with an overall impression.

Madame Noémie Wansart kindly took care about a schedule for the days in Château Versailles, she explained the organization and the areas of responsibility and mindfully introduced me to everybody who could be an important sparring partner regarding my scopes. Whenever meeting colleagues she pointed out the topics of interest I have listed in my application and enabled a vivid exchange. The first day, September 5th, permitted to get to know members of the team of the departem

ent „Mobilier et objets d'art“: Madame Marie Laure de Rochebrune and Monsieur Vincent Bastien. Madame de Rochebrune explained her project of the refurnishing of a cabinet, displaying porcelain of the manufactory Vincennes-Sèvres in the king's appartement, in the „salle des Buffets“. We discussed the problem of combining the recent architecture used for the showcases with the room's decoration of wooden panels. Another question concerned the arrangement of the porcelain objects, since the „salle des Buffets“ has been used to prepare the dishes, that have been transported from the kitchen areas. Today, it should be used more like a room, dedicated to the presentation of examples of courtly table culture as well as of the development of the manufactory's design. This topic has close relation to room restoration and their dedication in Schönbrunn Palace: There is always the question arising how to bridge between the different aspects of a room. Should there be highlighted the room in its museum-aspect or more as historical phenomenon? The discussions with Vincent Bastien concerned especially the topic of porcelain. Preparing the second part of a special exhibition in the estate of Schloss Hof on imperial table culture it was more than fruitful to consider the relation between imperial porcelain in Vienna and the royal manufactory of Sèvres. The latter influenced deeply the shapes and the decorations during the first half of 19th century in Vienna. I was also able to accompany Monsieur Bastien to observe changes of pieces of furniture and paintings. Due to the fact that Château Versailles is closed on Mondays it is much easier to organize the team for art handling and concentrate on the changes. Some paintings have been prepared as a loan for an exhibition, some pieces of furniture have been moved to rooms to check their suitability. Changes like that are quite complex in Schönbrunn Palace since it is always opened to the public. Therefore the time for free modifications is limited and has to be targeted carefully.

Tuesday, September 6th, a delegation of Château Compiègne has been welcomed by Mme. Noémie Wansart to visit the appartement of Louis Philippe in Grand Trianon. Some rooms of this appartement have been restored recently and a vivid discussion on it arose. There is only existing an inventory about the furniture formerly used in the appartement. Subsequently the team tried to discover the respective pieces in collections like the state's collection of furniture (Mobilier National). Not always successful, furniture has been chosen that corresponded to the period and the taste of king Louis Philippe. The paintings (unfortunately there are no sources existing about them) have been selected to bear reference to Louis Philippe and his family. Very important were the conversations on the presentation of the textiles discovered in the room as well as the reconstructed drapery. Both of them

are presented in the room to appeal to the visitors perception of the project's facets. (Please see the attached photo-report concerning this project.) Afterwards we visited the theater of Marie Antoinette in Trianon estate and were introduced to construction and technique of this unique baroque building as well as informed about the reconstruction project. Finally Madame Wansart showed to me the recently restored Hameau of Marie Antoinette and explained extensively the situation of this estate, especially humidity endangering the construction of the buildings. She also presented the Petit Trianon and those rooms not opened to the public except for guided tours. Quite interesting appeared the choice of historical personalities as well as textiles and furniture chosen following the taste of the respective period.



Wednesday, september 7th, was again dedicated to explore more of the different departements. I was able to visit the atelier of photography and observe the shooting of recent acquisitions. Among them some porcelain of Sèvres – different backgrounds have been selected, suitable for the different channels of release (Château Versailles-website, social media, etc.). In addition I was introduced to the depots and learned about the different forms of storage of art objects. Besides I was able to study some outstanding masterpieces like the collection of laquerware of Marie Antoinette, she received from her mother Maria Theresia as a gift. The different aspects of storage, climate and handling of the objects have been discussed on that occasion.

Thursday, september 8th, I fortunately had the opportunity to accompany Monsieur Bertrand Rondot all day long, who explained the problems of the reconstruction of the appartement of the dauphin. Again this bears important reference to Schönbrunn Palace. We discussed the conditions of existing respective missing sources, the selection of furniture and of paintings, as well as of carpets. Also the orchestration of light in the rooms illustrates the challenges of reconstructive projects. We reviewed the problems of choice of textiles as well as the little amount of manufacturies being able to produce tissues following examples of 18th and 19th century. Monsieur Rondot provided an impressive insight into the scope of tasks in Versailles and I completed with experiences of Schönbrunn. He kindly offered a plenty of informations and references regarding the scope of french manufacturies that could be of importance on the occasion of projects in Schönbrunn. Another very interesting aspect of approach offered later Madame Hélène Delalex who is an outstanding expert for Marie Antoinette. She showed to me an appartement, located next to the private appartement of the queen, that should be restored within the next months. We discussed the selection of tissues as well as the furnishing of these very small and intimate rooms. I am sure, that the dedication of these rooms will be a highlight within Marie Antoinettes private chambers. In the evening I had the chance to meet Monsieur Laurent

Salomé to explain my impressions and to thank for the opportunity to spend these precious days in Château Versailles.

The last day of my stay at Versailles, September 9th, I had a fruitful conversation with Yves Carlier, responsible for the TMS system at Versailles. He has successfully established the TMS system at Château Fontainebleau. Since in Schönbrunn TMS is also used, this was the perfect topic to complete my experiences. He explained the frame conditions of the application in Château Versailles and gave precious suggestions that could enhance our practice. Later, Madame Christine Degrez, explained the archive system and its structure, always pointing out the importance of the inventories of 1789 as well as the recent forms of documentation and numbering.

To give a brief summary, I am still enthused about the stay in Versailles. Everything has been planned carefully, every colleague invested plenty of time to introduce me to the different topics, showed me the challenges in situ and explained extensively. Generously, I enjoyed very much the opportunity to get to know Château Versailles from inside, to exchange the fields I am concerned with in Schönbrunn and to discover the same tasks. The days in Château Versailles inspired plenty of issues and I am very thankful for all experiences.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

1      2      3      4      **5**

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### AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

Yes, I am sure that it is very important to intensify the cooperation between Château Versailles and Schloss Schönbrunn since both institutions are confronted with the same challenges. A vivid exchange could enhance fruitfully a variety of topics.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

N/A

Daniel Łukasz Cichorski

Coordinator in the Kubicki Stables and in the Cantonists' Barracks

Sending institution: The Royal Łazienki Museum, Poland

Host institution: Château de Versailles, France

Date of mobility: 11-19 September 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

I have been informed by the network's contact person. in your residence

Do you think that the procedure to follow to applicate was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1      2      3      4      **5**

Would you have any changes to suggest concerning the procedure?

No, I do not. The procedure is correct.



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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

1      2      3      4      **5**

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc ). Minimum 400 words \*

First of all, I had the opportunity to convince myself of the grandeur of the Château de Versailles and also of the Estate of Trianon, as well as of the importance of many people's everyday work and the

different departments in order that thousands of visitors from all over the world may enjoy the beauty of this exceptional historical site.

Another thing that I learned during my sojourn in Versailles was that the national heritage is very important to French citizens. I was especially impressed by the high calibre and the attitude displayed by the museum workers. To many of them it is very important that the workers have such an attitude. It was of great concern to me that I had good relations with the museum staff. I have received many materials and information that have



helped me to acquaint myself with the nature of work in such a brilliant place. I also had the opportunity to visit the museum and experience the tourist activity. What caught my attention was the professional guarantee of safety and supervision at a high level. Next, the audio guide versions in many languages have made a great impression on me, especially the Polish version. In addition, I deem it a good idea that a free mobile application is instituted which may be downloaded without trouble and can help in visiting the museum. It pleased me to see that there was a visiting schedule which helps in organizing the tourists' visiting. It is also a good idea that two entrances have been organized for the groups and individuals. I think that the tour is well organized and the exhibitions are well protected.

I learned that certain parts of the museum can be rented for commercial purposes, like the sophisticated banquets, during which the prestige is maintained. It also appeals to me that the guests have the opportunity to see part of the exhibition in order that they may have an idea of the place they are in. The museum collaborates with creditable catering companies. It is a very pleasing activity to prepare meals for the workers who take care of the museum during the event as a form of gratitude for their service. It is also a great idea to send folders to potential customers who are able to organize such an event.

It is very useful to collaborate not only with national institutions, but also with private companies and individuals concerning patronage. It is also a wise idea to write off the tax for monuments. Furthermore, it is also wonderful to organize a restaurant and a snack shop in a part of the museum where the visitors can take a break and regain their strength before resuming their visiting.

Another thing is an educational offer prepared by the museum dedicated for the different social groups, for example workshops involving flower collages and gilding of the decorations. I also deem it a good idea that the immigrants acquaint themselves with the culture and history of France.

I enjoyed the possibility to rent an electric car, bike and boat and use them in the gardens or in the park. Moreover, I liked the fact that historical music was playing in the gardens. It is a good idea that

there is a fee charged for visiting the gardens. There are many kinds of tickets. There are prestigious tours enabling to visit for an additional fee. It is a good idea to have a corporate membership with the special events organized for members.

In addition, I noticed when I was in Paris in Sainte-Chapelle that a worker silenced the visitors to keep the atmosphere of such a unique place. It was really impressive. It was such a great and developing experience for me!

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

1      2      3      4      **5**

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

I would love to. Poland and France have many things in common, for example historical figures. I think we should express them and present them for the wider audience. This will be of benefit to both sides.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

It is a shame that my stay did not last longer.





Maciej Żołnierczuk

Landscape protection specialist

Sending institution: Museum of King Jan III's Palace at Wilanów, Poland

Host institution: Prussian Palaces and Gardens of Berlin-Brandenburg, Germany

Date of mobility: 24 June – 3 July 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

From the network's contact person in your residence

Do you think that the procedure to follow to applicate was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1      2      3      4      **5**

Would you have any changes to suggest concerning the procedure?

Not. Everything was perfectly organized

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

1      2      3      4      **5**

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

The time I spent in Potsdam was one of the most interesting professional moments in my life. Colleagues from the SPSG-Berlin Brandenburg gave me a handful of relevant information that I was counting on so much. Special thanks should be addressed to Dr. Gabriele Horn and Katrin Schröder for perfect organization of my Arre Mobility Grants program, which was so interesting. I returned to Poland with many new ideas for protecting and shaping the landscape of historic royal residence at Wilanów.

A holistic view of landscape issues and taking appropriate preventive actions should be one of the key activities of museums in the era of climate change (in particular with regard to extended

museums). With great interest and joy, I listened to the information about limiting the planting of large trees (currently in Poland there is a "fashion" for it), in favor of small seedlings, which have a better chance of adapting to local values and at the same time show the importance of the tree related to the time needed for its growth . During the grant, I was able to observe the activities related to the management of meadows - it is an extremely interesting form of replacing traditional, manicured lawns due to: reducing costs and energy consumption (some of the meadows were "mowed" by sheep), limiting water consumption, increasing biodiversity. Animals attract attention, but thanks to this, it is possible to draw the attention of tourists to the problems of ecology. Interaction with the local community and making it aware of the values of historical space and the possibilities of implementing the principles of sustainable development is necessary to maintain a good condition of the environment.



During on-site visits to parks, I paid special attention to programs for volunteers - it is thanks to cooperation with them that local identity and care for historical space are built. Visiting the parks and gardens from the back side was also extremely important. We are currently working on some changes and improvements at Wilanów - many of the observed examples will certainly be useful for this. I have plans to share my experience from the study tour during one of the open seminars focused on landscape protection that we are organizing continuously at the Museum of King Jan III's Palace at Wilanów. I will also write an article devoted to landscape protection and stewardship, for publication in newspaper and on the Wilanow Museum's website.

Last but not least, I would like to thank H el ene Legrand and Elena Alliaudi from Secretariat of the Network of European Royal Residences for facilitating my study tour in frames of ARRE Mobility Grants.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

1      2      3      4      **5**

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

We are currently facing with growing problems resulting from global climate changes. During the exchange, we also discussed this topic, exchanging knowledge and good practices. Preservation of historic parks and gardens in proper condition, which constitute "oases of coolness" for city dwellers, will be a crucial element and area for cooperation between institutions in the coming years.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

I am very grateful to Dr. Gabriele Horn and Katrin Schröder for perfect organization of my Arre Mobility Grants program - the subject range was wonderful and comprehensive. Special thanks go to Prof. Dr. Michael Rohde for providing extremely important information regarding the management of gardens. I would also like to thank the other employees of the Department Gardens for their time and commitment.



**Björn Ahlhelm**

Division Manager Schönhausen Palace, Berlin

Sending institution: Prussian Palaces and Gardens of Berlin-Brandenburg, Germany

Host institution: Museum of King Jan III's Palace at Wilanów, Poland

Date of mobility: 26 September – 1 October 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

Via the blog of our Institution and from colleagues who already took part in the program.

Do you think that the procedure to follow to applicate was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1      2      3      **4**      5



Would you have any changes to suggest concerning the procedure?

Maybe a kind of platform would be nice, where host and sending institutions could offer or look for each other

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

1      2      3      4      **5**

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

It was only my second visit in Poland, although it is very short way from Berlin. The program gave me the chance to meet people and colleagues, who share the same passion for palaces and gardens as we do. So there was a very good basis and a connecting factor, that made the stay quite easy. So

personally, it was a rare chance to get to know a city and region without a kind of "warm up". There had been recommendations about what to see and what to do, where to stay and what to taste, that gave the stay a much greater intensity. It was very good to talk with the different colleagues about their views about the history and the development of their country. Therefore, the stay in general helped me to understand much more of the country's sensitivities. Moreover, of course it was nice to come to new places, see new things and have a bit like a little holiday. From a professional point of view, it was on one hand somehow comforting to see that some of the struggles and challenges one has to deal with are quite similar in all the institutions. The program that the colleagues had prepared for me was very rich and offered different insights to the various tasks. My aim was to learn how the people at Wilanow are involving the neighbors and families visiting the park and palace. Since there is a connatural situation here in Schönhausen Palace concerning the development of the surrounding community I wanted to see, if we could maybe adapt some of the programs. We visited the exhibitions in the palace, the garden, the natural reserve and one of the actual projects in connection with the preservation of historical buildings. I was impressed by the variety of different lectures and courses offered to the guests. Also the way how the lectures are organized and the lectures are trained was something, we could adapt. The different ways in which the community is involved are also very nice and seem to be a good option for Schönhausen, although the preconditions are of course different. I could collect many new ideas and inspirations that will help to develop programs and offers here in Berlin. Especially the Facebook Group collecting pictures and stories about Wilanow Palace and Park from past times is smart idea. We also have from time to time visitors, telling us their memories and experiences in our palace during guided tours. So far, we did not found a way to collect them and to encourage others to share their stories. It seems not to be a big thing, abut is closing one of our gaps. It was also interesting to see the different approach when it comes to the garden. The role of the historical garden is different compared to ours. On the first glimpse, many things seemed to be allowed, that we try to prohibit. The care for the garden as a historical place is of course the same, but with different weights to possibilities. However, it made me think, if we could or should be more open to maybe rather unexpected ways to present the garden, in order to get the neighbors more involved. So overall, I found it a very inspiring stay and it was just absolutely nice to meet so many open and welcoming colleagues! Many thanks again for being so welcome!



How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

I am not sure, if a "real" cooperation could develop, since the preconditions are in some points different. But I am sure that we will stay in contact and exchange ideas.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

One thing I personally did not thought of was the presentation of my Institution to the hosts. Maybe that is something one can hint to the applicants as an good idea.

**Maria Maya Ertl**

Brand Manager, Head of Strategic Projects (Strategy & Development)

Sending institution: Schönbrunn Group, Austria

Host institution: Château de Versailles, France

Date of mobility: 03-07 October 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

Intranet - Schönbrunn Group

Do you think that the procedure to follow to apply was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1      2      3      4      **5**

Would you have any changes to suggest concerning the procedure?

N/A

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

1      2      3      4      **5**

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

In cultural environment, where no 'typical product' but a service is being sold, the brand serves as a guide and creates emotions. Brand interaction should lead to a positive experience in which the customer expectations are not only met but also (ideally) exceeded. The COVID-19 pandemic, as well as the economy crisis have affected both consumers' social habits and purchasing decisions. Changes in people's lifestyles and the supply chain of businesses led to new phenomena



and consumers began to examine products, services and brands from a new perspective. The brands on the one hand need to stay authentic and in alignment with their core values, but on the other hand they should be 'fluid' enough to be able to face this paradigm shift. The experience and knowledge-exchange with various departments of the Chateau de Versailles has confirmed the above-mentioned points. Focal topics for this very rich exchange of experience and ideas were among other themes: -> Influence of a brand strength on visitor numbers and loyalty -> Tools and ways of monitoring brand drivers and getting insights into customers needs -> Customer centered brand management in a cultural institution -> Strengthening of brand power through quality assurance -> Crisis-related shifts in target groups and customer behavior Big 'thank you' goes to the Network of the European Royal Residences for making this productive dialogue possible, as well as to Mrs. Mathilde Brunel and her team for their great hospitality, inspiring exchange and valuable insights behind the scenes. The participation in the Mobility Grant Program was a unique and priceless experience and I am looking forward to keeping in touch with our peer to continue to share experience and knowledge.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

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### AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

Absolutely!!! :-)

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

N/A

#### Claudia Rubino

Conservator - Restorer of cultural heritage

Sending institution: Palace of Versailles, France

Host institution: Royal Palace of La Granja de San Ildefonso, Patrimonio Nacional, Spain

Date of mobility: 21 September- 5 October 2022

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### BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

Contact person in my residence

Do you think that the procedure to follow to applicate was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1    2    3    4    **5**





Would you have any changes to suggest concerning the procedure?

Not really

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

1      2      3      4      **5**

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

First of all, this mobility project gave me the possibility to know the wonderful fountains, sculptures and gardens of La Granja de San Ildefonso from a privileged point of view. Professionals from different fields working in Patrimonio Nacional (art historians, conservators, fine arts restorers, architects, security guards, plumbers, gardeners and others) introduced me to this site providing me with valuable information and useful tools for my work. It was a pleasure to meet them, discuss common issues and exchange on the theme of the conservation of sculptures in the outdoor environment.

As the short duration of the mobility did not allow me to take into consideration the entire collection of sculptures of the gardens, together with José Luis Sancho Gaspar, researcher at the Patrimonio Nacional, 56 sculptures of the gardens were selected for my study. I spent part of my mobility at the site of La Granja, in order to observe the sculptures and evaluate their state of conservation today. On the other hand, I stayed in the Royal Palace of Madrid looking for documentation of marble sculptures in La Granja and ancient restoration treatments. The observation of sculptures in situ allowed me to produce photographic documentation and collect information about the constituent materials of sculptures, the main causes of deterioration and ancient restoration treatments. A datasheet for each statue has been filled, setting priorities



of intervention for each one. The current state of conservation has been compared to the one documented in the past years, with particular reference to the publication of Jeanne Digard "Les

jardins de La Granja et leurs sculptures décoratives », of 1934. Unfortunately, only a reduced quantity of documents concerning the previous restorations of the early 2000s interventions has been consulted. However, this documentation provided me with useful information to interpret in situ observations. Unfortunately, the collection of sculptures in the gardens is overall in a poor state of preservation. The main alteration phenomena, such as erosion, weathering and biocolonization, are currently evolving. The sculptures adorning the gardens of the Palace of Versailles were in a similar state of conservation at the beginning of the 21st century. That's why, since 2008, the marble statues in the parc of Versailles have been systematically restored and moved indoors to protect them from weathering and replaced outdoors by replicas. At the same time, a team of independent restorers has been formed to support the Atelier de Restauration des Sculptures of the Palace of Versailles in the maintenance of the outdoor marble sculptures. When I arrived in Versailles in 2018, both processes of moving original masterpieces indoors and maintaining the outdoor collection had already been in place for a decade. I only knew the signs left on marble sculptures by past phenomena of alteration. This experience in La Granja gave me the opportunity to observe and better understand the processes of alteration that have produced those indelible signs. Moreover, I enriched my knowledge of conservation and maintenance of outdoor collections exchanging about restoration practices and materials used for the production of winter covers. More broadly, this mobility project created a connection between the sites of Versailles and San Ildefonso on the theme of the conservation of sculptures in the outdoor environment.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

This mobility project created a connection between the sites of Versailles and San Ildefonso on the theme of the conservation of sculptures in the outdoor environment, related to the current work of Carolina Ruiz, researcher at the Casa de Velázquez. One of the main axes of her research stresses the importance of the sculptures' collection of the Granja de San Ildefonso and its influence on the European sculptured production of the second half of the eighteenth century. It was a big pleasure for me to participate in an oral presentation to the "Jornadas de studio" about the gardens of La Granja, organised by the Casa de Velázquez , the Patrimonio Nacional and the University Complutense of Madrid on the 6th and the 7th of October. I met professionals who are currently

studying the palace, the gardens, the sculptures and fountains and the green heritage of this magnificent site. I really hope that this project could provide a first contact as part of an expanded collaboration between the Patrimonio Nacional and the Palace of Versailles, in order to take care of marble sculptures and improve our knowledge of the planned conservation of outdoor collections.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

The mobility program was very enriching, even though it would have taken more time to develop the complex theme of preservation of marble sculptures in outdoor environment. I was glad to meet and collaborate with colleagues from other European Royal Residences. In particular, I had the opportunity to know professionals working in the Patrimonio Nacional and also a colleague working at the Prussian Palaces and Gardens Foundation Berlin-Brandenburg who was carrying out her mobility abroad too.

Sabine Kuhn

Architect

Sending institution: Prussian Palaces and Gardens Foundation, Berlin and Brandenburg, Germany

Host institution: Patrimonio Nacional, Spain

Date of mobility: 19-30 September 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

From the network's contact person of my institution

Do you think that the procedure to follow to apply was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1    2    **3**    4    5

Would you have any changes to suggest concerning the procedure?

Graphical brief explanation of the whole process

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

1      2      3      **4**      5

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

As part of the exchange program of the 'Network of European Royal Residences', I had the opportunity to work at the end of September for two weeks in the 'Patrimonio Nacional' (PN) in the Palacio Real right in the heart of Madrid in order to exchange ideas and have intensively discussions with my spanish colleagues there. For me this international exchange has been very valuable. The insight into other structures expands one's own horizon, opens up new perspectives and puts one's own perspective into perspective.

I would like to express my special thanks to Ainhoa de Luque Yarza, Luis Pérez de Prada, José Luis Sancho and Karina Marotta Peramos, but also Andrea, Ana, Alicia and Celia and many more colleagues, that offered me an inside to their progress of work. Special thanks also to my Potsdam colleagues and supervisors Gabriele Horn, Dirk Dorsemagen and Ayhan Ayrimaz, who supported me with my application and supported my exchange.

### **institutions**

What is the difference of 'Patrimonio Nacional' (PN) to the 'Prussian Palaces and Gardens Foundation' (SPSG)? And what do these two institutes have in common?

One important difference is evident. The royal family is lively involved in social and state tasks. The basic understanding of the 'Patrimonio Nacional' derived from this. She sees itself as an institution that administers the state's assets in the service of the crown and performs representative functions that transfer the constitution and legislation to it.

She manages royal palaces and parks, but also royal monasteries and forests. The scope of tasks is significantly larger and more extensive. Compared to the Prussian dynastie the wealth and expansion of power of the Spanish dynasty is continuous and looks back on a much longer and more comprehensive history in terms of world politics. The properties and parks are used for official state acts and by members of the royal family.

Similar to the SPSG, the institution PN is divided into different departments and led by the currently incumbent President Ana de la Cueva.

The projects are not financed from a special investment program, but are funded by foundations of Spanish corporations and the 'Organización Nacional de Ciegos Españoles' (ONCE).

### **main emphasis**

Main topic deals of my work deals with the question of how the transformation of the monuments can succeed in terms of today's demands and requirements for visitor services, e.g. in terms of accessibility and the addition or improvement of secondary uses for visitors such as toilets, museum shops, audio guide, cloakroom, security areas etc . What are the solutions other institutions find with these issues.

### **palaces, monasteries and parks visited**

Thankfully, the colleagues on site offered me the opportunity to look at the realizations and plans in the following facilities on site, most of which were personally guided and explained in detail.

- palace and park 'palacio real de Madrid', Madrid (barrier-free accessibility and modernization of the visitor service implemented in the museum rooms)
- monastery complex 'real monasterio de la encarnación', Madrid (implemented barrier-free accessibility)
- real site of La Granja de San Ildefonso palace and park, San Ildefonso, 80 kilometers north of Madrid, in the foothills of the Sierra de Guadarrama, 11 kilometers from Segovia (barrier-free accessibility and modernization of the visitor service implemented in the museum rooms)
- palace and park 'palacio real in Aranjuez', Aranjuez about 50 km south of Madrid on the south bank of the Tajo. (barrier-free accessibility and modernization of the visitor service in the museum rooms is nearing completion)
- monastery and palace complex 'real monasterio de San Lorenzo de El Escorial', located about 45 km northwest of Madrid on the south side of the Sierra de Guadarrama (barrier-free accessibility and modernization of visitor services implemented in the museum rooms in areas)

### **and more**

I was also invited to visit to an organ concert in the chapel of the 'palacio real'. Further more I was able to attend a lecture by José Luis Sancho on the topic 'San Ildefonso: the invention of Felipe V' as part of the Palacio Real's Tuesday lecture series.

One day I had the opportunity to follow the 300-year-old tradition of introducing the newly arrived ambassadors with the exclusive view from my office window on the main courtyard.

## **conclusion**

There are many parallels when it comes to the implementation of premises and service offers for visitor services. As a rule, ticket sales with staff or at machines, media guides, lockers and toilets are offered. If the premises allow, an introduction and documentation of the history will also be shown, e.g. in Aranjuez.

A major difference, however, is the consistent control of all bags brought along, etc. using a baggage scanner. Parallel to the implementation of the visitor service in the buildings, implementation in the adjacent parks is also being pushed. In particular, information boards will be made barrier-free, toilets outside will be installed in old structures or modernized and ramps will be installed. In particular, the issue of accessibility has been implemented in large areas or is in the process of being implemented. The spectrum ranges from simply overcoming door thresholds to extensive ramps, signage, explanations in simple language to the installation of a lift.



These are sensitive interventions in the listed building fabric, which are reversible and implemented with the aim of treating the existing building fabric with absolute care. One difference to Germany is the underlying standardization, which imposes different requirements on existing buildings than on new buildings. In existing buildings, for example, a ramp gradient of up to 10% is permitted, in Germany 6%.

According to my subjective assessment, the implementation is viewed probably with more pragmatism than in Germany.

During my short stay I was busy with the parks of La Granja. The approximately 600 hectare park, located in the foothills of the Sierra de Guadarrama, was built by Filipe V and is one of the largest parks in Spain. Consisting of paterre and bosquettes based on the French garden model with a wealth of sculptures and water features, a labyrinth, the so-called 'el mar' and large forest areas. Due to the long drought in Spain, however, the water features are only put into operation on a few days a year. As result of the persistent lack of water, numerous trees, especially redwoods, have become diseased or have already died.

I worked on a study of ideas for the first steps of interventions in the park for the 'real sitio de La Granja de San Ildefonso' in the sense of 'design for all', which is intended to support my colleagues in being able to initiate measures here.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

1    2    **3**    4    5

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

The time was too short to establish a long-term exchange in the institution visited

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

It would be helpful to be able to find out more about exchanges that have already taken place, e.g. with regard to accommodation, special features of the host, etc. It would be useful to contact previous scholarship holders.



**Greta Hübner**

Conservator

Sending institution: Prussian Palaces and Gardens of Berlin-Brandenburg, Germany

Host institution: The Royal Danish Collection - Rosenborg Castle, Denmark

Date of mobility: 3-14 October 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

Our contact person

Do you think that the procedure to follow to applicate was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1      2      3      **4**      5

Would you have any changes to suggest concerning the procedure?

Most likely a misunderstanding on my side but I had quite some difficulties to distinguish between pre-application and the final application form. From my perspective it would be easier to have two different forms, one for the pre-application, highlighting the mandatory bits and one for the final application, where everything is mandatory.

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

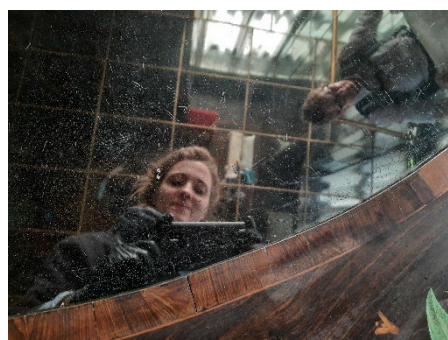
1      2      3      4      **5**

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

Andreas Grinde, Head of Collection, and Pernille Kokfelt, Object Conservator and my mentor during the stay, hearty welcomed me at Rosenborg Castle. Besides Amalienborg Museum and Koldinghus, Rosenborg is one of the three places the Royal Danish Collection takes cares of. During my stay I had the possibility to visit all three of these stunning places. Being situated at Rosenborg, Pernille's conservation lab made it a perfect base to discover the castle's features and secrets.

It appeared to be the perfect time for me to join the team at Rosenborg since they just finished setting up a large-scale porcelain exhibition at Koldinghus and with the Culture Night ahead we were busy to prepare Rosenborg Castle for this special annual event.

During my short stay I was happy to gather new knowledge and also be able to give a helpful hand at day-to-day work. Accompanying Pernille during her everyday routine was not just very interesting but also gave me the opportunity to get to know new materials and gadgets and learn and adopt useful tricks. One of such was her broad experience in mountmaking for porcelain objects. Under her skilled guidance I was able



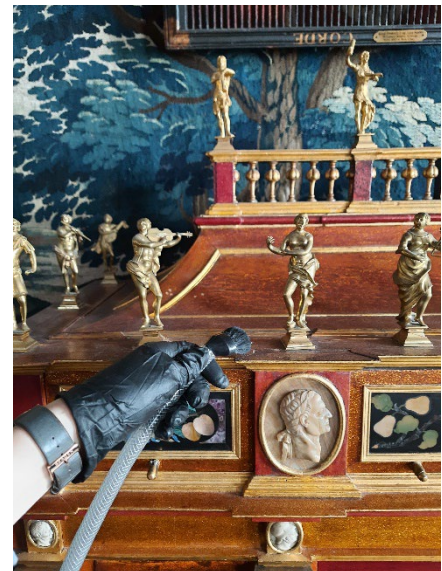


build my own mount for a plate taken from the employees' tea kitchen.

The main differences between Pernilles and my work occurred to me during my first week. Of course I did know about the Danish Royal House, but the peculiarity of a royal collection associated to living royals, i.e. a collection being in use, didn't quite occur to me beforehand. After all, the idea of objects that are being taken from display for royal use at a festive event and afterwards being returned back into the collection is still something I would have to get used to. When comparing the day-to-day work at our institutions, it has to be noted, that the Prussian Palaces & Gardens Foundation has many more individual places to take care of. This is naturally accompanied with a much bigger team throughout the whole institution. What has impressed me the most was how in a smaller team of conservators and museum staff every team member has a very broad skillset compared to the huge team at the Prussian Palaces, with a specific person for each skill. It is a huge privilege to be able to rely on such a big team of conservators and museum staff as it makes it easier to focus on my own field of conservation issues and it helps in tackling problems on a larger scale. Pernille and her colleagues have to cater for all areas of expertise and skill which deserves my greatest respect.

An additional significant difference is the approach on how to present rooms with their historic interior. The concept of built-in glass architecture to allow visitors to step into delicate rooms was new to me. Therefore we could share valuable experiences, both positive and negative, about how protective measures are carried out at our two institutions, that will help us in upcoming projects. In between, we have also been able to answer some research questions my colleagues from Potsdam asked.

I had such a wonderful and enriching time working with Pernille (and of course her equally warm-hearted colleagues). It was a truly exciting experience and I take home great new ideas and even more motivation for the wonderful job we do at these wonderful places!



How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

1    2    3    4    **5**

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

For sure! As conservators we are constantly searching for new and better approaches in dealing with the historic palace interior. The community of arts & crafts conservators already is very small, so sharing expertise between those working in palaces is even more precious. I am really looking forward to stay in very close contact and exchange of ideas and experiences with Pernille at Rosenborg. I would be delighted to come back to work with her and her colleagues!

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

N/A

**Evelyn Larcher**

Head of Corporate Communications

Sending institution: Schönbrunn Group, Austria

Host institution: Prussian Palaces and Gardens of Berlin-Brandenburg, Germany

Date of mobility: 17-21 October 2022

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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

From the network's contact person in our institution

Do you think that the procedure to follow to apply was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicate / 5 = Yes, totally. Very easy ]

1    2    3    4    **5**

Would you have any changes to suggest concerning the procedure?

No

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

1      2      3      4      **5**

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

The mission was to exchange information about current trends and developments as well as best practice strategies in the field of press and public relations/corporate communications (internal and external). Through the concrete exchange of knowledge and experience with colleagues from the host institution, with regard to commonalities and differences as well as challenges in the arts and culture as well as tourism and museums sector, the existing knowledge could be expanded in the following areas: online PR, PR and social media, digital communication strategies, communication channels and tools, digital PR tools, 360 degree communication and integrated communication concepts, content strategy and content management, storytelling. We live in turbulent times and discussions with colleagues at the host institution have shown the importance of structure and planning in corporate communications as the issues dealt with become more and more complex. However, it is also essential to remain flexible and dynamic. Because in today's world topics can change quickly. If we want stay relevant and meet the needs of our stakeholder (internal and external) we have to make room for flexibility. It is therefore important to keep the balance between structure and flexibility. This is evident in so many areas, not only in the field of corporate communications. The Schönbrunn Group and the Prussian Palaces and Gardens of Berlin-Brandenburg also need the right balance between structure and flexibility in order to fulfill their core tasks in turbulent times like these. Both the Schönbrunn Group and the Prussian Palaces and Gardens of Berlin-Brandenburg preserve the cultural heritage in order to make it accessible and tangible for people now and in the



future. The focus of both institutions is therefore on the one hand on the prudent preservation and revitalization of the cultural assets, but also on making the cultural heritage tangible and thus also the further development of the existing cultural mediation formats. It is noticeable that new forms of cultural education/mediation are increasingly becoming the focus of attention in both institutions. On the one hand, this is because the target groups have shifted as a result of the Covid 19 pandemic (in addition to international guests, there is also an increasing number of national and local guests) and each target group has its own needs. On the other hand, museums are becoming increasingly important for guests as places of encounter, mutual dialogue and discourse. The Mobility Grant Program also offered the opportunity for encounters, mutual dialogue and discourse. I would like to thank the Network of European Royal Residences and the Prussian Palaces and Gardens of Berlin-Brandenburg for the opportunity of this valuable exchange.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

1      2      3      4      **5**

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

Within the framework of these mobility grant programs, valuable contacts for further exchange could be made.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

N/A



Carlo Sebastian Paulus

Advisor Public Relations

Sending institution: Prussian Palaces and Gardens of Berlin-Brandenburg, Germany

Host institution: Schönbrunn Group, Austria

Date of mobility: 14-18 November 2022



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## BEFORE THE APPLICATION

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How have you been informed about this program (i.e on the website, from the network's contact person in your residence, etc)

From the network's contact person in my institution (Mrs Gabriele Horn)

Do you think that the procedure to follow to apply was easy to understand?

[Note from 1 to 5. 1= No, not at all. Very complicated / 5 = Yes, totally. Very easy ]

1      2      3      4      **5**

Would you have any changes to suggest concerning the procedure?

Instead of a Word document, a PDF form with fields that can be filled in by the user would be more helpful.

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## DURING THE EXCHANGE

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Concerning the relationship with the host institution (communication, organization of the exchange, supervision, etc), how satisfied were you ? [Note from 1 to 5. 1= Not satisfied at all / 5 = Totally satisfied]

1      2      3      4      **5**

Please explain the added value this experience brought to you from both a personal and professional point of view (new competences, working methods, new vision, etc. ). Minimum 400 words \*

As an staff member of the marketing department of the SPSG, here specifically responsible for public relations, my focus during my stay at the Schönbrunn Group was on the very topics that also concern me: Brand process, marketing, public relations, communication strategy and online presence - the latter, which I am also responsible for the website of the SPSG.

In addition to Schönbrunn Palace, I was also able to get to know the other three locations of the Group (Hofburg with Sisi Museum and Imperial Apartments, Furniture Museum and Hof Palace), which were shown to me by the respective location managers or curators. Here, too, in addition to the specific content that is taught at the locations, the focus was on addressing the target groups and the location marketing. I was also able to exchange ideas with colleagues from the scientific department, which is much smaller at the Schönbrunn Group than at the SPSG, as well as the MICE department.

Some insights and findings in detail:

- Ms Maria Ertl (Brand Manager/Strategy and Development) explained to me the brand development process of the Schönbrunn Group, which has been going on for about 3 years. I was able to learn an incredible amount here - from the initiation of such a process to the concrete change management internally and externally. Ms Ertl explained the process to me, showed me the initial situation and showed me which methods and external service providers were used to take which concrete measures. From my point of view, the result is very impressive: the Schönbrunn Group appears as a strong brand with a high degree of recognition, while at the same time the four locations (Schönbrunn Palace, Hofburg Palace, Furniture Museum and Hof Palace) have their own specific brands, which in turn are embedded in the Group brand. The brand is also very much lived internally; all employees identify very strongly with their brand and act in accordance with the core messages. I was able to take away a lot of inspiration and knowledge for my own work, because the SPSG is likely to face such a branding process in the next few years.

- Ms Anna Karrer is responsible for editing the website in the Schönbrunn Group. We had an intensive exchange about questions concerning the CMS (Content Management System), website design, responsibilities, work processes, as this is also part of my area of responsibility at the SPSG. Since the SPSG will be updating its CMS next year and relaunching its website in the long term, I was able to gather very valuable knowledge.

- Mr Helmut Pichler and Ms Bernadette Krischke are in charge of the Retail & Licensing department. In contrast to the SPSG, the Schönbrunn Group runs its museum shops entirely itself and also develops its own products. I was able to discuss with both of them how target group-specific shop concepts are created, how products are developed and, above all, how the messages of the Schönbrunn brand are conveyed with the help of the products. An important topic was also sustainability and the promotion of regional companies - the SPSG also wants to focus more on these topics through the product selection of its shops (which are, however, operated by an external company).





- Ms Petra Reiner has been the site manager of the Furniture Museum since the beginning of October. Here the target group is completely different from that of Schönbrunn Palace or the Hofburg Palace - in contrast to the tourist public, it is mainly people interested in furniture art or design, rather classic museum visitors, who are addressed here. I exchanged ideas with Ms Reiner about what possibilities a very special location that does not attract broad masses can use to communicate in a way that is appropriate for the target group. This is also of great interest for my own work, because the SPSG also has some locations, in addition to its highlights, that appeal more to a local audience or one interested in the specific contents. In the branding process, the Schönbrunn Group has formulated concrete slogans and objectives for

all its locations, which are then consistently lived out in the programme, the approach and the daily work of the location. This is a realisation that I found incredibly important and I would like to try to establish this for the SPSG locations as well - in the best sense in the context of a branding process.

- Ms Birgit Lindner manages the Schönbrunn Group's Hof Palace location. This location differs from the others in many ways: An hour away from Vienna, it is primarily a destination for excursions by Viennese or people from the region around Schloss Hof, which includes Bratislava, because the castle grounds are located directly on the national border with Slovakia. In terms of content and programming, the castle and the grounds are primarily directing towards families with children. I exchanged views with Ms Lindner about the challenges of remote locations and what offers and communication measures can be used to counter them. Here, too, there are many parallels to equally remote locations within the palaces of the SPSG.

In conclusion, I can say that the exchange enriched me very much from a professional point of view. I got a lot of food for thought that I will take back to my institution. I also made many personal contacts, so that I will certainly meet one or the other person from Schönbrunn on future trips to Vienna. I would like to stay in contact with Ms Ertl regarding the branding process and could imagine her presenting this topic to us at the SPSG from the perspective of another palace administration so that my colleagues can also benefit from it.

How much your experience answered to your expectations? [Note from 1 to 5. 1= Not at all / 5 = Totally]

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## AFTER THE EXCHANGE

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Do you think that your exchange can be the starting point for a cooperation between the Host institution and your institution? If yes, explain in some words.

As mentioned before, I will continue to be in contact and exchange with colleagues from Vienna. Since I am very interested in the topic of branding processes and I consider such a process important for my own institution as well, I would like to stay in professional exchange with Ms Ertl, Brand Manager, and also invite her to share her experience and knowledge with us in the context of a presentation.

I have suggested to my colleagues from the area of education and participation to take a look at the really impressive offerings at Schloss Hof, perhaps as part of an excursion, because I am of the opinion that we can learn a great deal from the Schönbrunn Group here as well.

In principle, I could imagine a collaboration in the form of a cooperation, but so far there are no concrete points of contact in the area of marketing/communication.

Will you recommend this program to your colleagues?

Yes

If you have any additional comments concerning the organization, your exchange, your host institution, etc, please indicate them

N/A