

规划·展示·管理：用智慧运作博物馆

——访加拿大洛德博物馆及文化规划管理公司总裁 Gail Lord

观众是博物馆的服务中心

中国有5000年的历史，文化底蕴十分深厚，中国博物馆的藏品也十分丰富。我这次来北京，参观了首都博物馆，对那里印象很好。首都博物馆非常新，我个人认为是个很棒的博物馆，从展陈上看，尤其喜欢位于二层的北京的历史民俗文化展览与世界文明展两相对应的展览形式。

我想说的另一个博物馆是古建博物馆，这是在一片古老而特别的遗址上建设的博物馆，那些500年前的建筑和庭院布局很漂亮，也有很多有些陈旧但是内涵非常丰富的展品，是一座拥有很大潜力的博物馆。对于这种潜力，他们还没有充分意识到，在理念上还不是很开放。从展览中可以看到一些现代的理念，也看得出他们在用多样化的方式去体现展品，但仍然有很大改进空间。比如可以增加一些建筑构件的仿制品，提供给参观者，让他们可以动手拆、装，通过体验和参与更了解古建筑的精髓。

“观众”应当是博物馆服务的中心。世界上有很多古建筑博物馆、遗址，它们中的大部分有一个共同点——在它们所处的城市，它们自身就是一个参观、旅游的亮点和卖点。如何在展示的基础上，将其变成很多游客都想来参观的地方，是这类博物馆应当考虑的问题。“谁”愿意在这里消耗时间？什么特别之处吸引他们来？他们希望看到、体验到什么？这是应当首先被搞清的。比如古建博物馆，游客愿意参观是因为在这里他们能够通过自己的眼睛学到很多东西，如屋顶、瓦件和各种不同种类的砖，因此在展示中就应当关注参观者的这些愿望。博物馆从来都是和“观众”的需要联系在一起的。可以说，如果没有参观者，展览就没有存在的价值和意义了。在欧洲和其他一些国家，博物馆已经从单纯的展览转变为以观众为中心进行统筹与组织。这种转变、发展在国外其实很缓慢，用了20多年，但是在中国发展得非常快。

“策略”改善资金不足

在中国，常听到博物馆的从业者抱怨“资金不足”，其实，全世界的博物馆都面临资金不足的问题。我认为，有时这是一个如何运用智慧和策略使用现有资金运作博物馆的问题。比如在英国，博物馆大多实行自愿购票，参观者可以选择交或者不交，门票多少已不再重要，这时经营策略的重点就是开发哪些、如何开发参观者乐于为其消费的项目、内容。

对于大多数博物馆，青少年都是一个主要的服务群体，而往往他们是能够免费参观博物馆的。于是我们在统筹时就要抛开“门票”，去设想应当提供哪些设施，如何吸引他们在参观的过程中消费，比如年轻人喜欢的咖啡、零食或各种纪念品……参观博物馆是

免费的，但是在参观过程中会有很多消费的机会。这就是使用“策略”的一个很简单的例子。

在“策略”这方面，中国的很多甚至大部分博物馆还没有充分开发、使用它，还有很大的空间。在这届博博会上，我在南京博物院的陈列区看到他们开发的一些与博物馆藏品相关的产品，如丝绸、瓷器等等，其实这些产品就可以与国内外各博物馆互换销售——比如在大英博物馆参观完中国展的游客可以买到印有南京博物院标志或者包装的丝绸，这一方面为博物馆创收，另外也是一种宣传。

规划先行 事半功倍

中国传统哲学讲每件事都是相关联的，我认为对于博物馆也是这样——一个博物馆的运转涉及到很多方面的工作，而如何使这些方面在一个规划中相关联，并且共同发挥作用，对于博物馆的成功运作至关重要。目前中国的博物馆面临的问题是发展速度太快了，有些仓促，需要稍作停留，想一想博物馆运转涉及各领域各方面之间的关系及如何将它们结合起来——做整体的考虑与规划。

规划需要参照和标准，要根据不同的需要进行。比如建筑设计师，如果事先不知道博物馆的需要和发展方向，建出来的就是一个漂亮的建筑，这个建筑可能也适用甚至更适用于其他功用，这就等于没有规划。陈列设计也是如此，一定要和博物馆本身要表现的内容结合在一起。事先做好规划会事半功倍，因为规划只会花费博物馆建设费用中很小的一部分，但是却能避免很多浪费在修改与重建上的时间和金钱。

西方的博物馆用了25年时间摸索、发展规划方面的事物。在25年前的西方国家，“博物馆规划”也还是一个新名词。反观中国，近些年博物馆界已经开始重视规划与管理，也大投入建设了很多博物馆，这种发展是相当惊人的，这种时期，对博物馆从业人员的培训与提升也相当重要。

(本报记者 孙漪娜)

《博物馆规划指南》、《博物馆展陈指南》、《博物馆管理指南》是Lord公司在本次博博会上展示的三本英文原版著作，Gail参与了几乎全部的编写工作。这三本书结合了大量案例分析，分别从规划、展陈与管理方面探讨博物馆发展的多种可能性。该丛书中文版预计今年底出版发行。

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Planning, Display and Management: Operating Museum with Intelligence

Interview with Gail Dexter Lord- President of Lord Culture Resource Ltd.
Relics Newspaper

Visitor –centered

China is a country with five- thousand- year long history rich with ancient cultures. The collections of Chinese museums are quite abundant. Among this tour in Beijing, I visited the Capital Museum which impressed me deeply for its new and excellent exhibition. My favorite exhibition is the comparison between Beijing history, folk customs, cultures and the world civilizations displayed on the second floor.

Another one I'd like to talk about is the Ancient Buildings Museum. It is a potential museum that can make big progress. Although new concept of museum management is applied in the museum, the potentiality has not been realized adequately, there is still a big room for improvement.

Visitors should be the center of museum service. Many museums in the world, for example, ancient buildings museums and archaeological sites themselves are good places for tourism or travel. How to attract travelers is the problem which should be well considered. The exhibition will be worthless and meaningless, if no one visits the museum. In Europe and some other countries, all the planning of museum focuses on visitors. This developing process was slow and took more than twenty years in western countries. But in China, it is very fast.

“Strategy” improves funding shortage

In China, I often hear the complaints of funding shortage from museums. Actually, all the museums around the world face the same difficulty. I believe it is a problem of how to use available capital effectively with intelligence and strategy. Tickets revenue has been no longer important. Now the emphasis of strategic marketing is on what programs to develop that the visitors shall be very much interested in.

Take adolescents for example, they are the major group museums want to offer the best service. And usually they can visit museums for free. There are a lot of opportunities for them to consume in a museum, which is a simple example of applying “strategy”.

Few museums in China have well explored and applied “strategy. For instance, museums in China may exchange products related to their collections with other museums home and abroad.. Indeed, it is an effective method for revenue increase and promotion.

Planning serves twice result but half effort

At present, a challenge that Chinese museums have to face is rapid development . It is of great importance for a museum to organize every aspect of the operation and make them effective. Museums in China need a break to think over the relationship among all the related aspects and make an overall planning.

There are different criteria and standard for planning to meet purposes. For example, an architect can only design a beautiful building excellent for the purpose of other service but may not be able to meet the needs of a museum. It turns out no planning is applied to it at all, a big waste on money. The same shall apply to the exhibits design of a museum. Planning serves twice results but half effort because it will only cost a small fraction of the construction budget but on the other hand it will avoid huge waste on updating and reconstruction.

“Museum planning” was still a fresh concept twenty-five years ago. Chinese museums have made amazing progress in planning and management. Meanwhile, training to museum personnel is also essential.

Note: Manual of Museum Planning, Manual of Museum Exhibition and Manual of Museum Management are the three books displayed at the Museum Expo. The books introduce advanced concept on museum planning, exhibition and management, which serve as the text books for colleges in Western countries.