



MUSEUM DEVELOPMENT, TECHNOLOGY and CULTURAL CREATIVITY 博物馆发展，科技与文化创意

By Gail Dexter Lord

President, Lord Cultural Resources

MPT-EXPO, Xiamen, China – November 24, 2014

Contents

目录

- Introduction 简介
- The Changing Role of Museums 博物馆的角色转变
- Museum Technology 博物馆技术
- Museums and Cultural Creativity 博物馆与文化创意



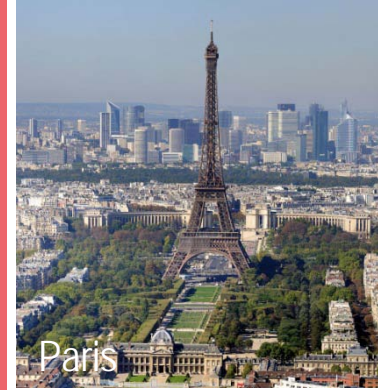
Toronto



New York



Beijing



Paris



Mumbai

Lord Cultural Resources

洛德文化资源管理公司

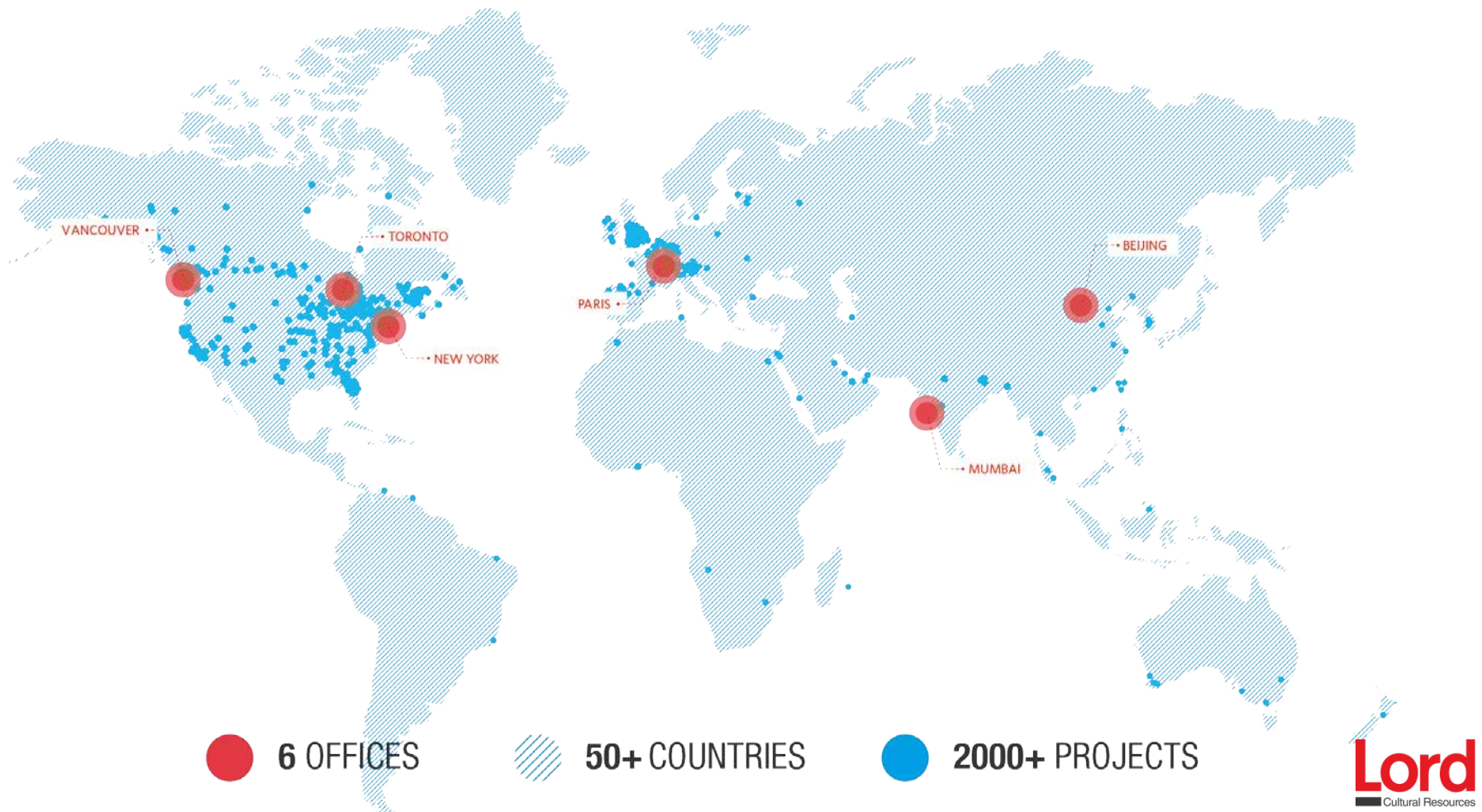
Creating Cultural Capital 创建文化资本

Founded in 1981 in response to an emerging need for specialized planning services in the museum, cultural and heritage sectors:

- The world's largest cultural professional practice
- 2,000+ assignments over 30 years
- 50+ countries on 6 continents
- 6 offices worldwide
- An international reputation for sector leadership, innovation and excellence

As the leader in cultural consulting services, **Lord Cultural Resources** relies on a **global network of offices** in Toronto, Vancouver, New York, Paris, Mumbai and Beijing.

作为文化咨询服务行业的领导者，**洛德文化资源管理公司**依靠设于世界各地办事处形成一个**全球办公网络**，分别在多伦多、温哥华、纽约、巴黎、孟买和北京均设有办事处。



Lord Cultural Resources

洛德文化资源管理公司

Writes the Textbooks 撰写教材

We share our knowledge in presentations, articles and publications.
我们通过演讲、论文和出版物分享我们的知识



Our authored manuals are ground breaking planning tools used by cultural and heritage organizations worldwide. They are a source of reference and education for professionals such as architects and designers, and are used regularly in postgraduate museum studies.

Two editions of Chinese MMM 2007 and 2012.

MUSEUM DEVELOPMENT

Museums:

Created in the public interest. They engage their visitors, foster deeper understanding and promote the enjoyment and sharing of authentic cultural and natural heritage. Museums acquire, preserve, research, interpret and exhibit the tangible and intangible evidence of society and nature. As educational institutions, museums provide a physical forum for critical inquiry and investigation.

Royal Ontario Museum, Toronto



博物馆发展

博物馆：

为了公共利益所设立的机构。他们鼓励其参观者，通过更深入的了解以促进其享受并共享原真文化和自然遗产。博物馆对社会和环境的见证物进行搜集、保存、研究、阐释和展览。作为教育机构，博物馆为重大的探索与研究提供了物质平台

Royal Ontario Museum, Toronto



MUSEUM DEVELOPMENT

- 80,000 museums in the world
- 35,000 in 27 countries of the European Union
- 4,165 in China in 2013
- 17,500 in the United States
- 3,000 in Canada
- Between 1995 and 2012 (just 17 years) an explosion: approx. 2,600 new or expanded museums
- Half of them in Europe, a quarter of them in North and Central America (50 in Canada and 500 in the US) and most of the balance (25%) in Asia.
- 451 new museums opened in China in 2012
- 44% of new museum projects were in cities with a population in excess of 1.5 million and an additional 20% in cities between 200,000 and 1.5 million.

博物馆发展

- 目前全球有80,000座博物馆
- 有35,000座分布于27 个欧盟国家
- 截止2013年中国有4,165座博物馆
- 美国有17,500座
- 加拿大有3,000座
- 在1995年到2012年间（仅17年间）数量激增：大约出现了2,600座新建或扩建的博物馆
- 其中有一半位于欧洲，四分之一位于北美和中美洲（加拿大50座，美国500座）剩余大部分（25%）位于亚洲。
- 2012年中国有451座新建博物馆对公众开放
- 44%的新建博物馆项目位于人口超过150万的城市，另有20%位于20万到150万人口的城市。

MUSEUMS ARE CHANGING

博物馆正在发生改变

Museums were 博物馆曾是:

- Isolated 孤立的
- Inward 内向的
- Object-centered 以物为中心
- Passive 被动的
- Single discipline 单一学科
- Remnants of Hard Power
硬实力之残留

Museums will be 博物馆将是:

- Collaborative 协同的
- Outward 外向的
- Visitor-centered 以观众为中心
- Active 积极的
- Interdisciplinary 跨学科的
- Engines of Soft Power
软实力之引擎

COLLABORATIVE 协同

LOUVRE LENS
Lens, Pas-de-Calais, France



OUTWARD 外向

NINGBO MUSEUM
Ningbo, Zhejiang Province, China



VISITOR-CENTERED 以观众为中心



APARTHEID MUSEUM
Johannesburg, South Africa

ACTIVE 积极的

PARLAMENTARIUM
Brussels, Belgium



INTERDISCIPLINARY 跨学科的

ARTSCIENCE MUSEUM
Singapore



SOFT POWER

软实力

GRAND EGYPTIAN MUSEUM
Giza, Egypt



MUSEUM ROLES IN CITY BUILDING

博物馆在城市建设中的角色

1. Preservation and interpretation of art and heritage
2. Creators of new knowledge
3. Tourism destinations
4. Civil society spaces
5. Economic generators
6. Enlightenment and Soft Power

1. 艺术和遗产的保存和阐释
2. 新知识的创造者
3. 旅游目的地
4. 公民社会的活动空间
5. 经济发动机
6. 启迪与软实力

West Kowloon Cultural District, Hong Kong



Terracotta Warriors, Mausoleum of the First Qin Emperor, China



S.A.N - SAN FIRENZE, Florence, Italy



URBAN POWER IS SHIFTING EAST (& SOUTH) 城市重心转向 东方（及南方）



CULTURAL EXPERIENCE

文化体验

- **What:** measures diverse attractions, including number of major sporting events a city hosts; number of museums, performing-arts venues, and diverse culinary establishments; number of international travelers; and number of sister-city relationships.
- **Who:** A.T. Kearney. 2014 Index.
 1. New York
 2. London
 3. Paris
 4. Tokyo
 5. Hong Kong
 6. Los Angeles
 7. Chicago
 8. Beijing
 9. Singapore
 10. Washington



文化体验

- **内容：**具有吸引力的多样化措施，包括一个城市举办重大体育赛事的数量；博物馆、艺术场所和多样化的餐饮设施的数量；国际旅客的数量；以及友好城市的数量。
- **来源：**A.T.科尔尼，2014年指数。

- | | |
|-------|---------|
| 1. 纽约 | 6. 洛杉矶 |
| 2. 伦敦 | 7. 芝加哥 |
| 3. 巴黎 | 8. 北京 |
| 4. 东京 | 9. 新加坡 |
| 5. 香港 | 10. 华盛顿 |

文化体验的热门城市有：

1. 伦敦 2. 巴黎 3. 纽约 4. 莫斯科



KNOWLEDGE QUARTER, LONDON

伦敦，知识界



- British Museum
- Francis Crick Institute
- British Library
- The Guardian
- 大英博物馆
- 克里克和沃森学院
- 英国图书馆
- 《卫报》



HOW TECHNOLOGY TRANSFORMS THE MUSEUM EXPERIENCE

- More layers and greater depth of information available
- New and interesting ways to interact with objects
- Participation and active learning
- Connecting with people through technology
- Building personalized experiences
- Varied and multisensory experiences

科技如何转化为 博物馆体验

- 更多层次和更深入的可用信息
- 与实物互动的有趣的新方式
- 参与和主动学习
- 通过技术与人相联系
- 建立个性化的体验
- 多样化及多感官体验

Technology Transformation 科技变革

Participation from Consumers to Active learners

从消费者到积极学习者的参与



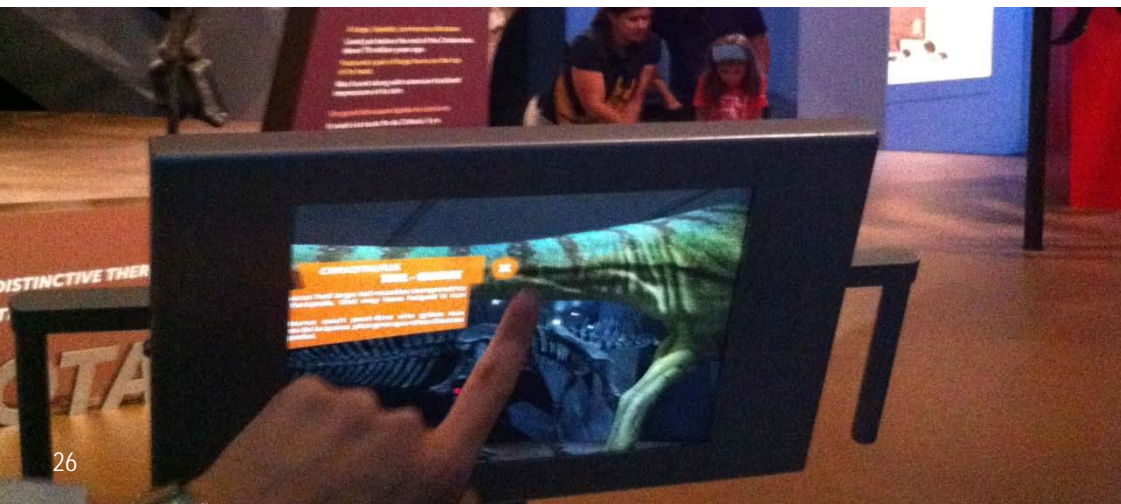
Technology: Multi-Touch

科技：多点触摸



Technology: Augmented Reality

科技：实境增强



Technology: Gesture Based

科技：基于手势的互动



Technology: Audioscapes

科技：音效情景





DARWIN CENTRE

London, UK

Making Connections | Social Media

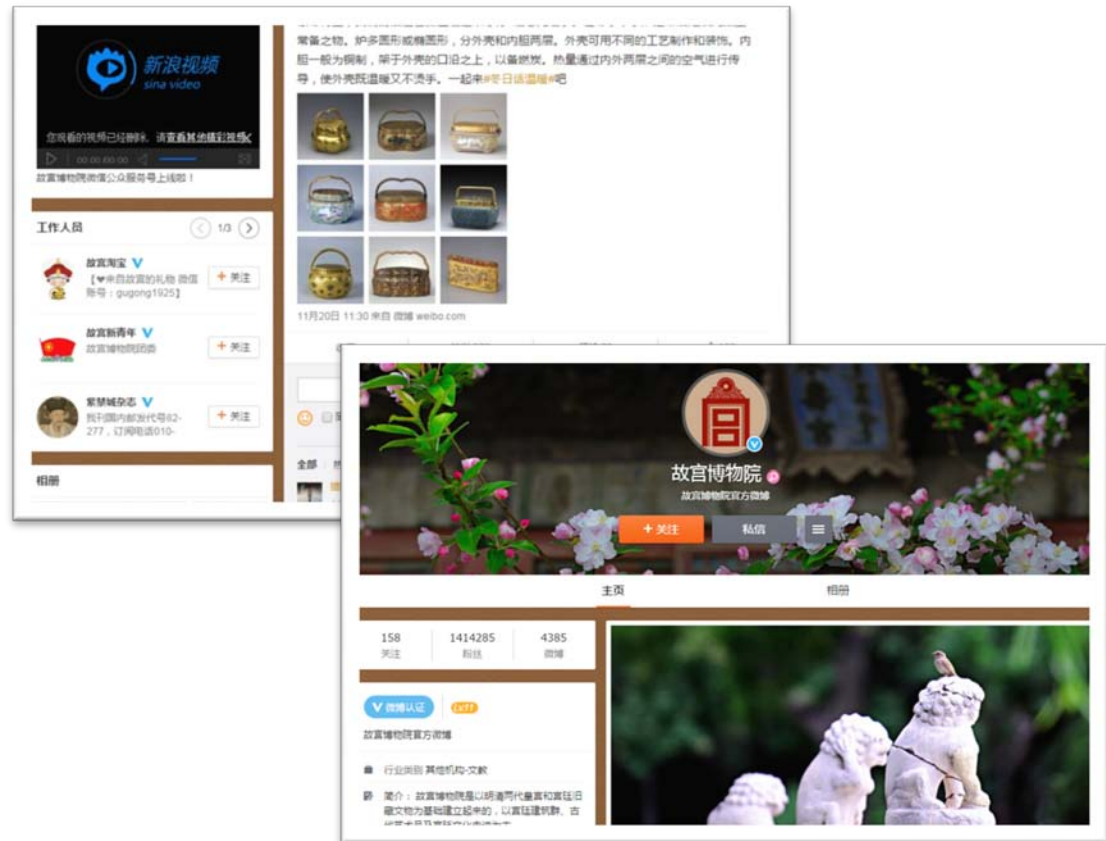
建立联系 | 社交媒体

Palace Museum Weibo Page:

“Winter is coming, we also should talk about something warm. In winter, hand warmers are indispensable daily use for kings and queens. Most hand warmers are round or oval shaped.”

故宫博物院微博页面:

“凛冬将至，我们的话题也要温暖起来才行~暖心先暖手。在冬季，手炉是帝后妃嫔几案上常备之物。炉多圆形或椭圆形。”



Technology Transformation 科技变革

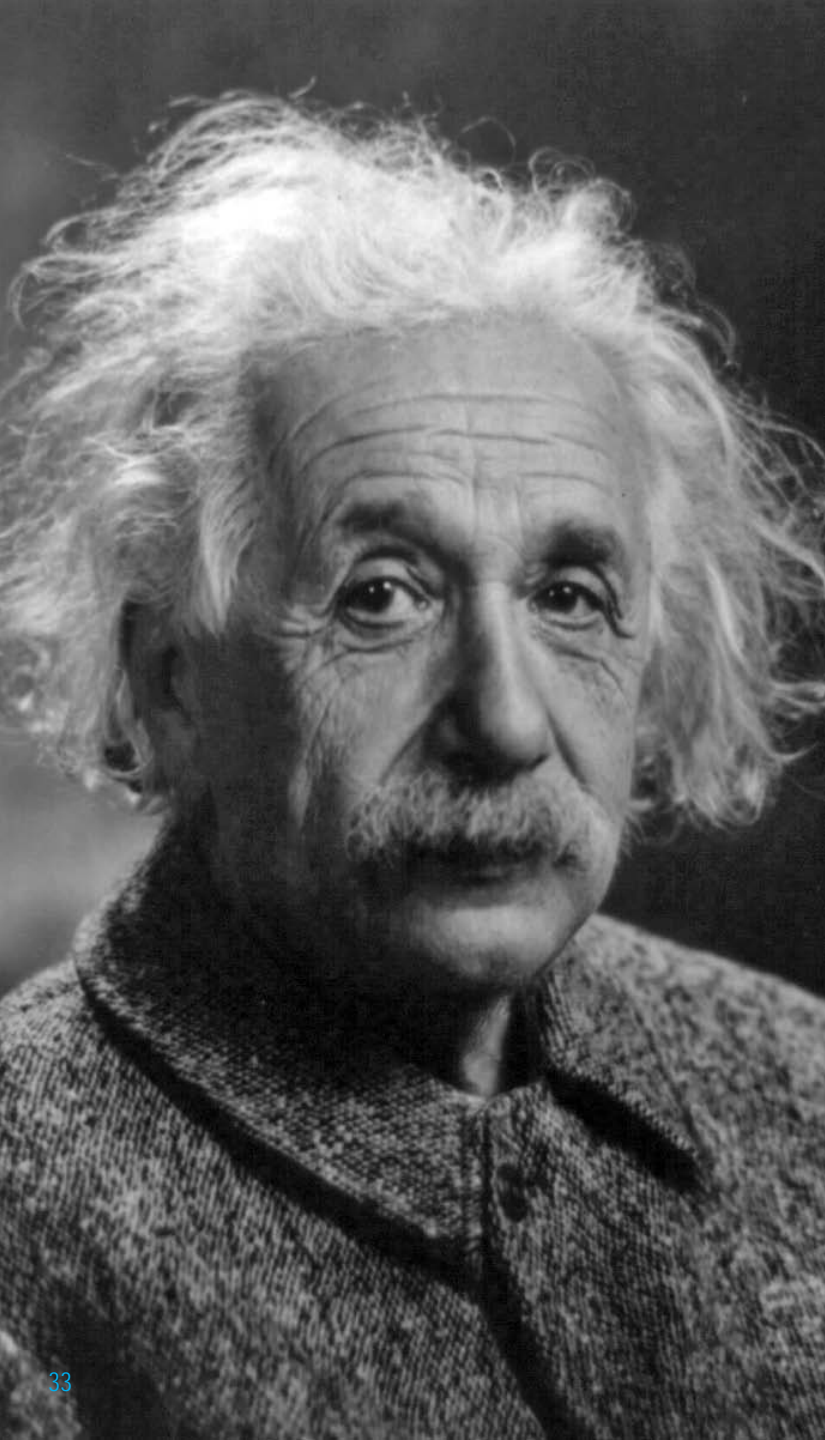
Participation as a group 集体参与



Things to Consider

需要考虑的事项:

- Can be extremely **EXPENSIVE** to produce and install.
- Can impact **OPERATIONS** through additional staffing and maintenance costs.
- Can **OVER STIMULATE** audiences.
- Can and **DETRACT** from the collections and stories you want to tell.
- Human interaction
- 制作和安装的费用可能非常昂贵;
- 设备运营可能会增加人员编制和维护成本;
- 可能会带给观众过度刺激;
- 可能会削弱藏品以及想叙述的故事;
- 人际互动。



CREATIVITY

“Creativity is seeing what everyone else has seen, and thinking what no one else has thought.” – Einstein

创造力

“创造力是见人之所见，但思人之所未思。” – 爱因斯坦

CREATIVITY REQUIRES:

- A tolerance of mistakes
- An acceptance of risk
- A commitment of time and resources
- The acceptance of possible failure
- An investment

You don't start it and stop it. The organization must have a long term commitment to being creative. These requirements affect the management culture of the organization that aspires to be creative.

创造力需要：

- 容忍失误
- 承受风险
- 一份时间与资源的承诺
- 对失败可能的接受
- 投资

创造力,你既不用启动它也不能让它停止。

该组织必须长期致力于创新。

这些要求可能会影响立志成为创新组织的管 理文化。

INNOVATION

Creativity is about coming up with the big idea. Innovation is about executing the idea — converting the idea into a successful project.

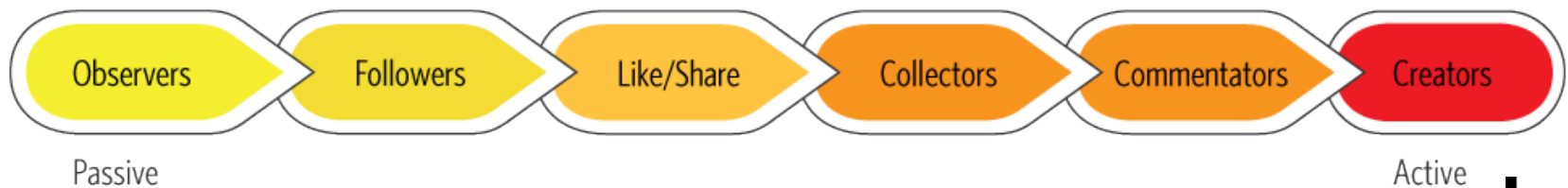


创新

创造力是提出大创意。创新是有关想法的执行 — 将想法转化为一个成功的项目。

Participation Increases: 公众参与促进了:

- Understanding
- Engagement
- Enjoyment
- Ability
- Creativity
- The number and breadth of visitors
- 理解力
- 参与
- 娱乐
- 能力
- 创造力
- 参观者的数量和广度



Cultural Change Demands Participation: 文化变革需要公众参与其中:

- Education
- A Globally Competitive Workforce
- The Growth of Cities
- Cultural Tourism
- The Communications Transformation
- Identity and Language
- Universal Access
- Focus on Children
- 教育
- 具备全球竞争力的劳动力资源
- 城市发展
- 文化旅游业
- 交流方式的转变
- 个性化和语言
- 普及性
- 关注儿童

Increased Education Levels 教育水平的提高



Increasing number of Chinese university graduates: 近5年中国大学毕业生增长数:

2014 – 7,270,000		2013 – 6,990,000		2012 – 6,800,000
2011 – 6,600,000		2010 – 6,300,000		

A Competitive Workforce

In the Past

- Physical strength
- Follow orders
- Organized
- Some problem solving
- Memorization
- Basic communication
- OBSERVE



Today

- Intellectual strength
- Lead
- Individualistic
- All problem solving
- Improvisation
- Great communication
- PARTICIPATE!

具备竞争力的劳动力资源

过去

- 体力
- 服从命令
- 有组织的
- 可解决部分问题
- 记忆
- 基本的沟通
- 观察

现在

- 脑力
- 领导力
- 有个性的
- 可解决所有问题
- 即兴发挥
- 良好的沟通
- 参与!

Why Participation Matters

- Most important COMMUNICATION strategy
- People are changing and we need to CONNECT them to our stories and collections.
- Visitors LEARN more, RETAIN more and ENJOY more
- CULTURAL TOURISM is growing.
- Children and Youth are a priority and they are impacted by TECHNOLOGY
- We can incorporate participation in all 6 museum functions

何为参与的元素

- 最重要的是**沟通**策略
- 人是在不断变化的，但我们仍要将他们与我们的故事和藏品紧密**联系**起来。
- **观众学到的越多，记住的越多，从中得到的享受也越多。**
- 不断增长的**文化旅游**
- 儿童和青少年是需要优先考虑的群体，他们也最容易受**科技**的影响。
- 我们可以把参与融入到**博物馆6大功能**之中。

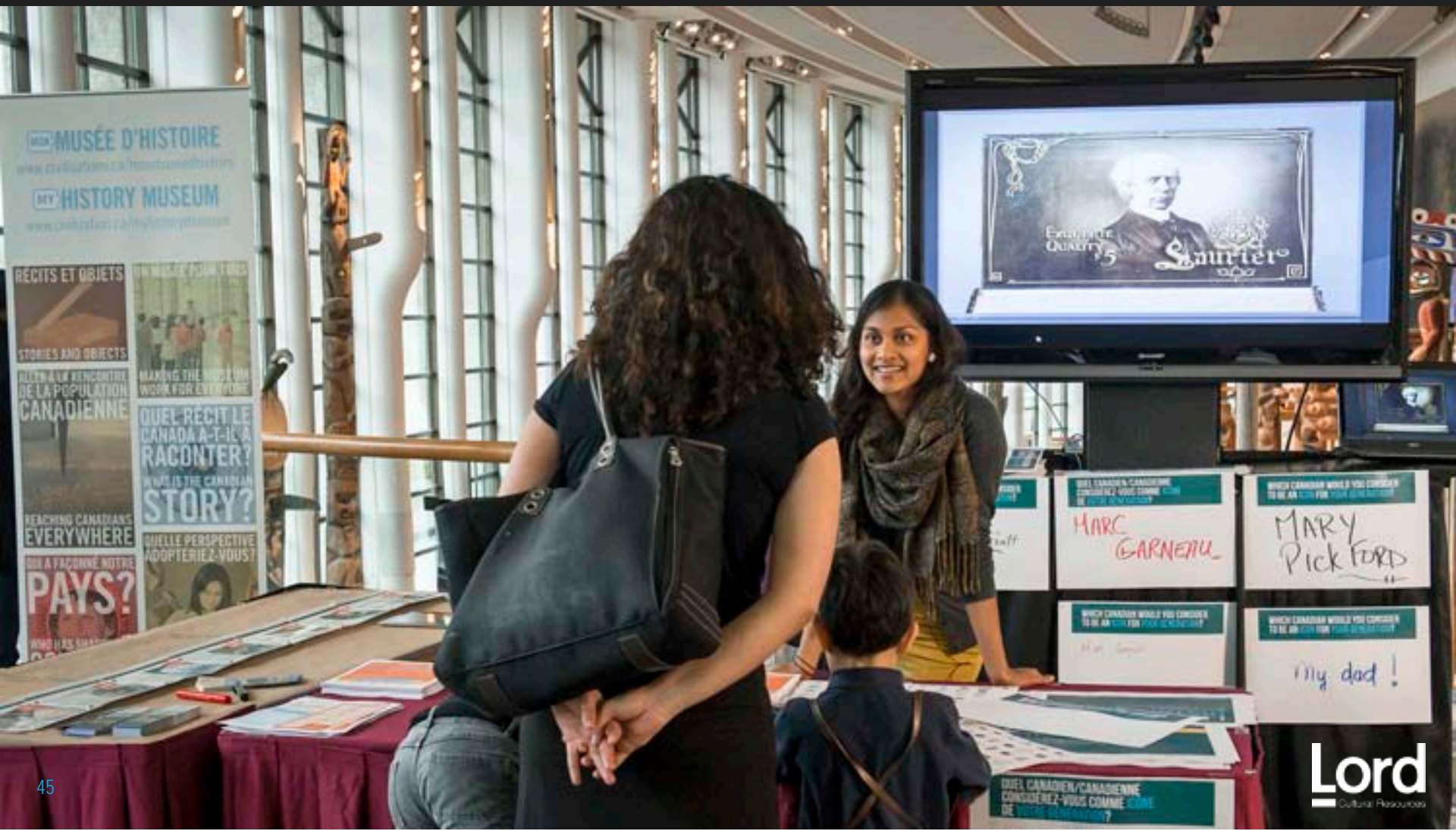
Theme

主题

Museums cannot have
Participation on the **OUTSIDE**
(with the public) without having
Participation on the **INSIDE**
(among staff and management)

博物馆若没有**内部**（员工和管理者）的
参与就不可能有**外部**（公众）的参与

Participation means training staff and management in new skills
参与意味着培训员工和 新的管理方式



Responding to Community Needs 回应社区的需求



BMW Guggenheim Lab
brings together people from diverse backgrounds in a public space to address issues of public concern.

How to improve the quality of life in the contemporary city.



Planning 规划

- Many different types of planning are needed to implement participation
- Exhibition Plan
- Interpretive Plan
- Strategic Plan
- Communications Plan
- Staffing and Volunteer Plan
- 参与的实现需要各种不同类型的规划
- 展览规划
- 解读规划
- 战略规划
- 沟通规划
- 人员配置和志愿者规划

Participation on the Inside: Team Building

内部参与：团队建设



Cultural Tourism 文化旅游

Participation Experience 参与体验





Participation 参与

Research 研究



THANK YOU. 谢谢!

SINO LORD 中国洛德

info@lord.ca

www.sino-lord.cn

Rm 802, Tower A, Marriot Hotel,
No. 7 Jianguomen South Avenue,
Dongcheng District, Beijing,
PR China 100005

Tel: + 86 (0)10 8442-5660

Tel/Fax: + 86 (0)10 6783-7182 ext 809

Mobile: + 86 138 1063 5271

中国北京市东城区建国门南大街
7号

万豪酒店A座802 100005

Lord
Cultural Resources

www.lord.ca

www.culturalchange.ca