



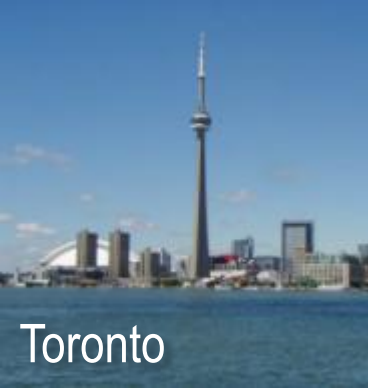
# MUSEUMS & SOFT POWER

## How can Museums build Citizenship?

**CAMOC ANNUAL CONFERENCE**

September 3, 2015

Javier Jimenez  
Lord Cultural Resources



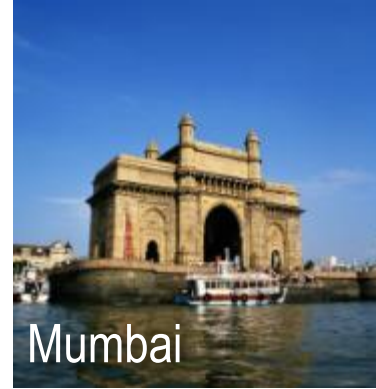
Toronto



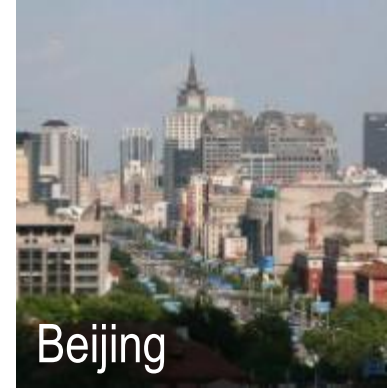
New York



Paris



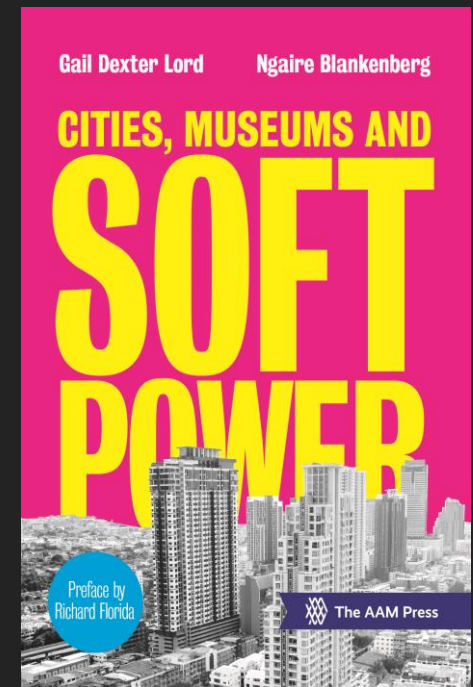
Mumbai



Beijing

- **Lord Cultural Resources** founded in 1981
- The world's **largest** cultural professional practice
- **2,000+** assignments over **34 years**
- **56+** countries on **6** continents
- An international reputation for sector leadership, innovation and excellence

# Academic Research and Textbooks



We share our knowledge in presentations, articles and publications.

# **SOFT POWER**

**Soft power is the ability to influence behaviour through persuasion, attraction or agenda setting.**

# WHY DO CITIES MATTER IN THE 21<sup>ST</sup> CENTURY?



**URBAN POPULATION IS GROWING by 65 million annually**

**Cities = Half of the world's population  
80% of global GDP**



Tokyo

"Cities are starting to exercise influence on global issues like migration and sustainability, but

**could cities more effectively exercise their **soft power** by embracing museums?"**

*- Richard Florida*



MUSEUMS. REALLY?



# IMPACTS OF MUSEUMS

## Short term:

### Direct:

- Employment
- Spending

### Indirect:

- 10K visitors = 8.2 new jobs
- Tax Income (7:1; AAM)
- Tourism

## Long term:

- Social, educational and creativity values
- Citizenship - “agora” (Larry Beasley)
- Place making and local identity

# MUSEUMS ARE CHANGING

## **Museums were:**

- Inward & Isolated
- Object-centered
- Passive
- Single voiced
- Government-owned
- Remnants of Hard Power

## **Museums will be:**

- Outward & Networked
- Visitor-centered
- Active
- Plural
- Civil society-owned
- Engines of Soft Power

MUSEUMS HAVE

SOFT POWER

# CIVIL SOCIETY SPACES



Museum of the City of Moscow on a random Sunday, Moscow

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Museum of the City of Moscow on a random Sunday, Moscow

# FOSTERING **SOCIAL INCLUSION**

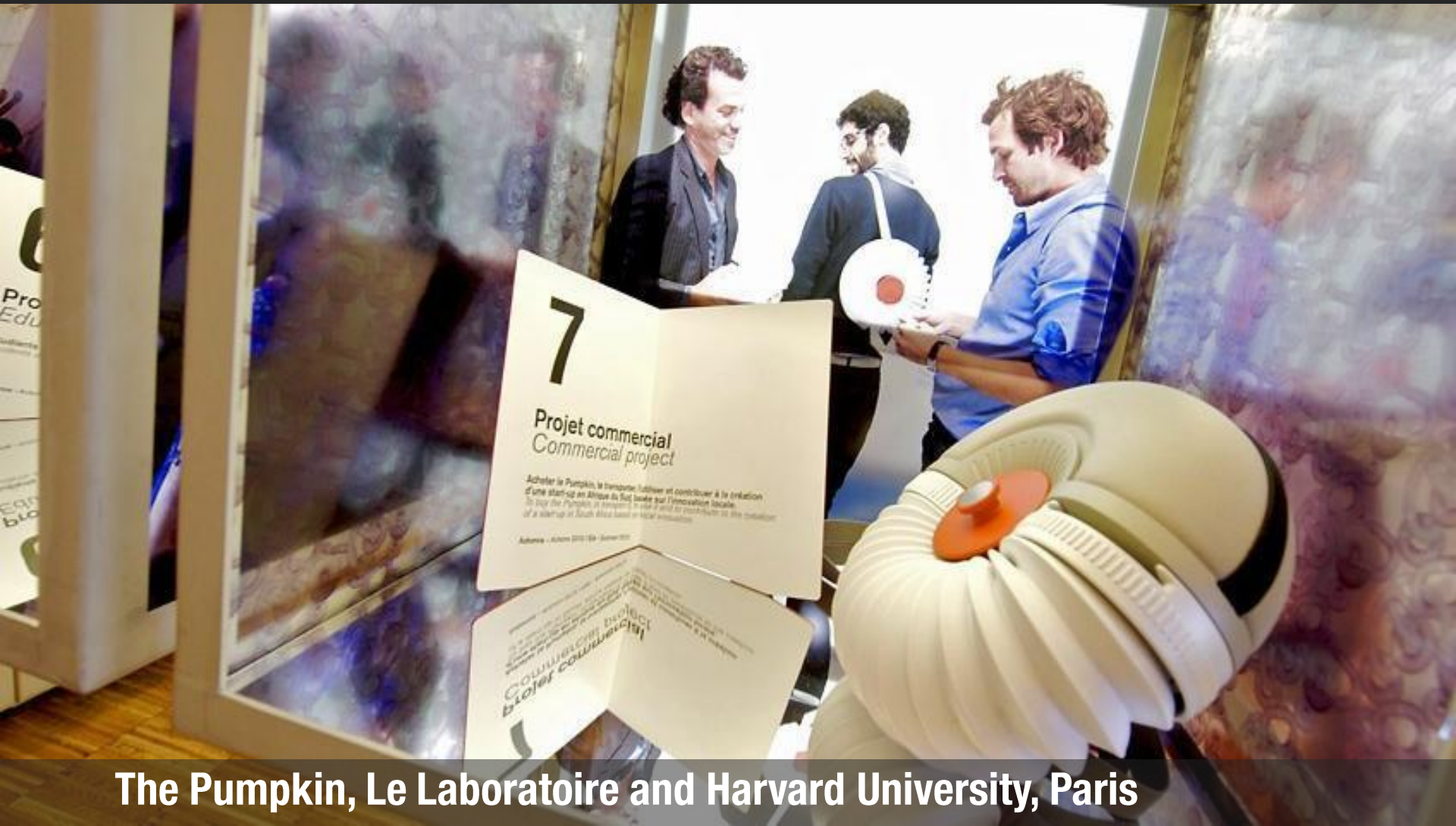


# HELPING MANAGE **CULTURAL CHANGE**



**Participative Graffiti event at Brooklyn Museum: Don Rimx. Still from the video. (Video © Alex Seel)**

# CREATING **NEW KNOWLEDGE**



The Pumpkin, Le Laboratoire and Harvard University, Paris



# PLACE-MAKING



Tretyakov Gallery (20<sup>th</sup> century art), Moscow

# 32

## WAYS TO ACTIVATE *your* SOFT POWER *Tips for*

Museums and Cities

<b>POWER DIFFUSION</b> Governance and Human Resources 	1 Diverse, Networked Boards	2 Advisory Councils	3 Outward-looking Policies	4 Inspired Leadership	5 Meaningful Volunteer and Internship Programs	
10 Inviting More People In	9 Responsive Operating Hours	8 Free Admission	<b>THE SOCIAL COMMONS</b> Operations 	7 The Best Employers in the Creative Economy	6 Opportunities for Hiring and Advancement Reflecting the Diversity of the City	
<b>ADAPTIVE STRATEGIES</b> Collections and Documentation 	11 Collection Development for Social Equity	12 Tagging So Anyone Can Search and Find	13 Making Information Accessible	<b>THE SHARING ECONOMY</b> Research and Production 		
18 Bridging and Bonding	<b>CULTURAL ACCELERATORS</b> Education, Public Programs and Exhibitions 	17 Mobile Knowledge	16 Collaboration and Exchange	15 Developing Cultures of Creativity	14 Supporting Research and Production	
19 Connected Learning	20 Learning for a Lifetime	21 Engaging With All Forms of Tourism	22 Encouraging Contextual Intelligence	23 Presenting Useful Ideas in Useful Places	24 Making Space for New Perspectives: Re-framing the Agenda	25 Participative Stakeholder Communication
<b>SOFT POWER FUNDING</b> 		27 Impact Investment	28 Crowd-Sourcing And Participatory Forms Of Income Generation	<b>POWER CONVERSION</b> Communication and Marketing 		26 Giving Context and Depth to the News
29 Public-Private Partnerships	30 Rewarding Urban Development	<b>THE SOFT POWER EMBRACE</b> the Role of Cities 		31 Planning Culturally	32 From Cultural Hubs and Heritage Districts to Cultural Commons	
<b>HOW DO YOU ACTIVATE YOUR SOFT POWER?</b>						

Gail Dexter Lord

Ngairé Blankenberg

CITIES, MUSEUMS AND

# SOFT POWER

Preface by  
Richard Florida



The AAM Press

# СПАСИБО

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