

A vibrant, crowded city street scene, likely in Istanbul, featuring a dense crowd of people walking. The street is decorated with numerous string lights and large star-shaped ornaments hanging from overhead wires. Buildings with various signs and advertisements line the street, and a red flag is visible on the left. The overall atmosphere is festive and bustling.

# Why Cities and Soft Power are NEXT FOR MUSEUMS

Gail Dexter Lord  
Museum Next  
Geneva, April 2015

# WHY CITIES?

**URBAN POPULATION IS GROWING** by 65 million annually. **Cities = Half** of the world's population. **80%** of global GDP. Urbanization drives global **ECONOMIC** growth.



A vibrant, high-angle photograph of a busy London street during the golden hour of sunset. The scene is filled with pedestrians walking across the street. On the left, a grand, classical-style building with large windows and a balcony featuring a Union Jack flag is visible. A sign for 'GENT STREET W1' is mounted on the building's facade. Below the street level, a 'Superdry' store is partially visible. In the center, a red traffic light stands at a crosswalk. To the right, a Starbucks logo is visible on a building, and a red awning extends over a storefront. The sun is positioned high in the sky, creating a strong lens flare and casting long, warm shadows across the pavement. A 'Superdry' flag is also visible in the distance. The overall atmosphere is one of a bustling, historic urban environment.

# OUR URBAN WORLD

Lord

# MUSEUM ROLES IN CITY BUILDING

An aerial photograph of the West Kowloon Cultural District in Hong Kong. The image shows a dense urban landscape with numerous skyscrapers, including the prominent Bank of China Tower. In the foreground, there are several large, circular green spaces and walkways, some with curved paths. The district is situated on a peninsula, with the Victoria Harbour and other parts of the city visible in the background under a blue sky with scattered clouds.

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

# TOURISM DESTINATION

- **What:** International tourist arrivals, 2014.
- **Who:** Euromonitor.

1. Hong Kong
2. Singapore
3. Bangkok
4. London
5. Macau

The evening skyline of Hong Kong as viewed from Victoria Peak.  
U.S. Navy photo by Ensign Chad Dulac. Source: Wikipedia

# CULTURAL EXPERIENCE

- **What:** number of major sporting events, 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

# SOFT POWER

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





# CHARACTERISTICS OF **SOFT POWER** IN THE 21ST CENTURY

- Rise of cities
- Role of civil society

## PUSHING MUSEUMS FROM THE MARGIN TO THE **CENTER OF SOFT POWER**



**MUSEUMS**  
**USED TO BE**  
**AGENTS OF**  
**HARD POWER**

- Trophies of war
- Exhibitions focused on hierarchies of civilization
- Records of “great men”

# MUSEUM EVOLUTION



**EDUCATIONAL INSTITUTIONS**

Museum of Minnesota  
Source: Facebook



**ENTERTAINMENT**



Darwin Center  
Source: Facebook



**CITY BRANDING**

Guggenheim Bilbao  
Photo by Andrew Nash. Source: Flickr

**NEXT:**  
**SOFT POWER**

# 32

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

Museums and Cities

<b>POWER DIFFUSION</b> Governance and Human Resources 1	Diverse, Networked Boards	Advisory Councils 2	Outward-Looking Policies 3	Inspired Leadership 4	Meaningful Volunteer and Internship Programs 5
Inviting More People In 6	Responsive Operating Hours 7	Free Admission 8	<b>THE SOCIAL COMMONS</b> Operations 9	The Best Employers in the Creative Economy 10	Opportunities for Hiring and Advancement, Reflecting the Diversity of the City 11
<b>ADAPTIVE STRATEGIES</b> Collections and Documentation 12	Collection Development for Social Equity 13	Tagging So Anyone Can Search and Find 14	Making Information Accessible 15	<b>THE SHARING ECONOMY</b> Research and Production 16	
Bridging and Bonding 17	<b>CULTURAL ACCELERATORS</b> Education, Public Programs and Exhibitions 18	Mobile Knowledge 19	Collaboration and Exchange 20	Developing Cultures of Creativity 21	Supporting Research and Production 22
Connected Learning 23	Learning for a Lifetime 24	Engaging With All Forms of Tourism 25	Encouraging Contextual Intelligence 26	Presenting Useful Ideas in Useful Places 27	Making Space for New Perspectives: Re-framing the Agenda 28
<b>SOFT POWER FUNDING</b> Impact Investment 29		Public-Private Partnerships 30	Crowd-Sourcing And Participatory Forms Of Income Generation 31	<b>POWER CONVERSION</b> Communication and Marketing 32	Giving Context and Depth to the News 33
Rewarding Urban Development 34	<b>THE SOFT POWER EMBRACE</b> the Role of Cities 35	Planning Culturally 36	From Cultural Hubs and Heritage Districts to Cultural Commons 37		
<b>HOW DO YOU ACTIVATE YOUR SOFT POWER?</b>					

# MEMORY & ADAPTATION



# IMPACT INVESTMENT



A photograph of a historic red brick building with yellow stone accents and fire escapes. The words 'TENEMENT MUSEUM' are painted in white and red on the facade. A street sign for '103' is visible on the corner. A person is riding a bicycle in the foreground.

# PLACE- MAKING

Tenement Museum, New York City, USA  
Photo by Reading Tom. Source: Flickr.





# CULTURAL COMMONS

Create a critical mass of attraction & activity – cultural commons  
Shape and redefine the communities in which they are located





# CREATIVE EXPRESSION



ZOOM Kindermuseum. Vienna, Austria.  
Photos from ZOOM Kindermuseum Facebook

# ENVIRONMENTAL AWARENESS



"An Opaque Wind" Haegue Yan, Sharjah Biennial  
Photo by Gail Lord

The image shows the exterior of the Ningbo Museum in China, designed by architect Wang Shu. The building's facade is a complex, multi-layered structure made of grey stone tiles, creating a textured, almost crystalline appearance. The windows are irregularly placed and framed in dark grey, some appearing as simple rectangular openings while others are more complex, multi-paneled structures. The overall aesthetic is one of organic, layered architecture.

# CITY SYMBOL

Ningbo Museum, China  
Photo by Siyuwj. Source: Wikipedia.

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# ECONOMIC REGENERATION



Chichu Art Museum, Island of Naoshima, Japan  
Photo by Forgemind ArchiMedia. Source: Flickr.

# ADAPTIVE STRATEGIES TO MANAGE CHANGE



Parlamentarium. Brussels, Belgium  
Photo by Cédric Puisney. Source: Flickr.



# CONTEXTUAL INTELLIGENCE

Museum of the African Diaspora, San Francisco, USA  
Photo by Erik Hersman. Source: Flickr



# CITY RE-BRANDING



Nussbaum Haus, Osnabruck, Germany  
Photo by Studio Daniel Libeskind



# 21<sup>ST</sup> CENTURY SKILLS

# CULTURAL ACCELERATORS

Genocide Table, Canadian Museum for Human Rights  
Photo by Ngaire Blankenberg.



# ACTIVATING DOCUMENTATION AND COLLECTIONS

- Tagging
- Connecting with different forms of knowledge

An Inuvialuit delegation work with the National Museum of Natural History to document and view the MacFarlane Collection.

Photo by Kate Hennessy

# BRIDGING & BONDING



# THE SHARING ECONOMY: Collaboration and Exchange



Volunteers at the C.H. Nash Museum at the Chucalissa archaeological site, Memphis, Tennessee  
Photo from C.H. Nash Museum Facebook

# KNOWLEDGE DIFFUSION & CREATIVITY



British Museum  
Photo by Guillermo Viciano. Source: Flickr



Francis Crick Institute  
Photo by John Lord. Source: Flickr



British Library  
Photo by Mike Peel. Source: Wikipedia

Knowledge Quarter, London



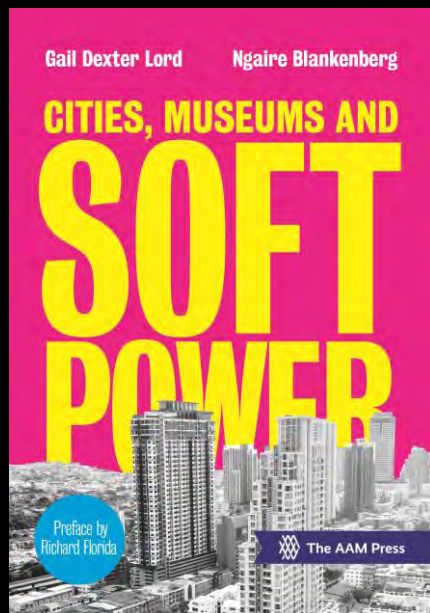
The Guardian  
Photo by Bryantbob. Source: Wikipedia

Lord  
Cultural Resources

Is your museum a  
sleeping giant or an  
agent of  
**SOFT POWER?**



# THANK YOU.



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