Model Construction of Museum Culture and Creativity Industry with Society Governance Targeted

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Abstract. The Museum Culture and Creativity ('MCC') industry in China confronts several issues, such as homogenization of the MCC products, shortages of passion in the MCC development and misunderstandings of the MCC industry. To solve the problems faced, solutions are to be proposed. In the context of building a modern governance system and improving approaches for society governance in China, the author constructs a model for the MCC with society governance targeted. The research is significant because it provides a unique perspective for the MCC industry and promotes the research of design governance in China.

1 Introduction

The museum is a mixed organization of non-profit and profit. As a non-profitable organization, museums pursuit to provide public cultural services of the good quality to everyone without economic purposes and discriminations. However, museums also can participate in the competitions of the market by selling specialized culture services to the ones who need it.

The Chinese museums can be divided into 2 kinds, which are the state-owned and the non-state-owned, depending on the fact that whether the museum is funded by the government. According to regulations and laws in China, it is illegal for state-owned museums to sell specialized services developed by the support of governmental funding. Therefore, museums in China faced a restrain from the distinctive political system which limited museums to sell the cultural services.

The 16th CPC National Congress held in 2002 is the first congress discussing the topic of whether cultural services can be sold, and culture should be developed industrially. The national representatives of CPC reached an agreement on the issue and claimed that the cultural industry should be promoted for it can assist the implementation of offering homogenous cultural services to the public without discriminations, which is considered as the essential way of cultural governance.

However, many state-owned museums of today are still in the arguments whether museums can or should run business like selling MCC products regardless of the consensus reached almost 20 years ago. Only a few national or provincial museums have started the work of developing the MCC initiatively, and the rest are still in hesitation or in wait-and-see status accusing the governments of the unenforceable incentive policy. Frankly speaking, it is not the government that is to be blamed. What really matters is that the museums of China

do not understand the roles, values, and functions of the MCC industry. Hence, fewer are the museums which have considered the possibilities of combining the MCC industry with the targets of cultural governance.

Apart from the ideological plight, the MCC industry also confronts practical issues. Although the first batch of museums have been developing the MCC for years, they still have no ideas about how to develop the MCC industry. Therefore, the low-quality development ways which include adopting the same strategy and applying the similar design languages by different museums are undeniable. Surely, it contradicts with high-level developing demands of industries required by the government and conflicts with the national goal of building a stronger cultural country by the year 2035. Measures should be taken to stop the issues from emerging, among which is the modeling of the MCC system with society governance targeted.

2 Literature Review

2.1 Research of Design Governance

As a brand-new field in social design research, the concept of design governance shows its significance in the political context of building a modern system for national society governance in the culture field [1]. In fact, the Chinese are quite familiar with the concept of design governance, because they have been applying this concept by making bronze ritual vessels since the Shang Dynasty in ancient times [2]. Nevertheless, the term of design governance is totally new, and no systematical investigations have been conducted so far in China. Only a few scholars have realized the importance of the research field. Among them, there is a professor called Zou Qicang from Tongji University who gathered researchers and scholars and

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discussed its connotations and practices, aiming to kick off the research of design governance in China.

Compared with the budding status of China, the framework of design governance abroad has already been established by a professor called Matthew Carmona from UCL, who is regarded as the first one putting forward the term of modern design governance worldwide. The framework he constructed contains concepts and connotations of design governance, and the triggers for conducting design practice. In his book *Design Governance: the CABE Experiment*, he discussed the formal and informal tools for design governance particularly [3].

2.2 Progress of the MCC Industry in China

As a pathfinder of the MCC industry in China, Ms. Zhou Gongxin, the former dean of Taipei Palace Museum, switched on the engine of developing the MCC industry, making her museum a good example for her peers in the mainland to follow [4]. Encouraged by the remarkable achievements of the MCC in Taiwan, Shan Jixiang, the former dean of the Palace Museum in Beijing, carried out a reform on its souvenir by upgrading the design and marketing culturally and creatively [5]. Impacted by the reform of the Palace Museum, the revolution spread across the mainland and rapid progress of the cultural industry was made. Meanwhile, actions were taken to motivate the industry by governments, among which is the plan nominating 92 museums as pilot units of the MCC development in the mainland by the NCHAC in 2016 [6]. Unfortunately, instead of establishing a distinctive model by themselves, most of those pilot museums aimlessly follow the example of the Palace Museum with few innovations. Consequently, complaints of products homogenization in the MCC industry by the customers are unavoidable. Gong Liang, the dean of Nanjing Museum, probably was the first one who realized the seriousness of the issues and to solve the problems he provided a brand-new systematic vision for the MCC, which consists of traditional products, exhibitions, and education activities. However, his concept is not widespread because of the shortages of promotion.

2.3 Research on Design Method of the MCC

Design method studies of the MCC mainly concentrate on the products of the MCC. The design method investigations of the MCC products are deriving from the research of souvenir design, which is the subtopic of *Chinese-style design* [7] at the beginning of this century. Later, in the latest decade, influenced by the universal design principle of use-center, the MCC design method research mainly focuses on the precious perception of customer's images, which includes the selection of cultural elements, the translation of chosen symbols, and the fusion of cultures and products.

Several design methods are applied in the MCC products design. In the element selection stage, methods used can be divided into groups of *AHP*, *Factor Analysis*, *KANO Model*, and *Genotyping*. In the procedure of

translating the cultural symbols into design elements, the second major stage, design methods are investigated in aspects of pragmatics, context, semantics, and syntactics, where the methods such as *Shape Grammar* and *TRIZ Theory* are applied. In the stage of fusion, the final procedure of the MCC products design, *Prototype Theory* and *Morphological Matrix* are often used [8] to coordinate the relationships between cultural symbols and product shapes. Apart from the rational user-centered design methods, there are several other systems in assisting the MCC products design, which are the artistic "*Tu An Xue*" [9] raised by an outstanding Chinese artist Chen Zhifo, and the neutral theory called *Culture Composition* [10] proposed by professor Pan Yunhe of Zhejiang University.

2.4 Drawbacks in Current Research

2.4.1 The Co-Research of the MCC across Disciplines Should Be Enhanced

Even though the current research has already covered the topics of exhibition, education activity and the MCC products, due to the paradigmatic differences between *the Museology* and *the Design Science*, the connections in research findings of similar topics and the communication channels across disciplines still have not been established.

2.4.2 The Localization Research of Design Governance in the MCC Should Be Enhanced

The effects of design governance need to be examined due to the differences of political systems. Therefore, the Chinese researchers of design governance should primarily invest the concepts, the connotations, and the ranges in the Chinese context. Then studies of connections between the tools of design governance and the aims of national cultural governance in China should be carried out. In this stage, research on localization and customization of the European tools for meeting the demands of the Chinese MCC industry has the top priority.

2.4.3 Practices and Research Relating to Design Governance Should Be Inherited and Transplanted in the MCC

Strictly speaking, as a totally new and modern research domain, the number of governance practices with design-participated is small universally. But the practices of social innovation, from which the design governance derives, are much more common worldwide when compared. Therefore, the basic study which should be researched first is how to inherit and transplant the practical and investigative outputs of social innovation into the research of the MCC.

3 Methodology of Research

3.1 Market Research and Case Study

To find the pains of the MCC industry in China, market research and case study are essential. To get rational statistics, choosing representatives from more than 5,000 museums in China is a difficult task. According to the category standards of Chinese museums set by *NCHAC*, museums are divided into 3 different levels (level-1, level-2, and level-3). In addition, the fact that the MCC industries in different areas may differ in the state of development should not be ignored either. Consequently, when selecting the representative museums in the section of market research and case study, the levels and locations of a museum should be thoroughly taken into consideration, which is not easy indeed and requires lots of efforts.

3.2 Deduction and Empirical Study

For the MCC research with society governance targeted is a new field, no existing outputs of similar topic can be referred. To achieve the goals of the research, deduction is inevitable. In the research, the stage where the method of deduction will be used is in the section of managerial system construction. In the last section of the 4th stage, the empirical study of design practice for a specific museum will be carried out, which is regarded as a method of theory optimization.

4 Contents of Research

To make the research specific and reliable, a medium-sized museum of Haining county in Yangtze River Delta will be chosen as a research object of the market research in the first stage and the practical investigation in the last stage. The reason why to choose a museum from a county in this area is that the Yangtze River Delta is the innovation center of China, where significant trials of prototype research will be accepted.

4.1 Research on the Industrial System of the MCC

4.1.1 Basic Theory Introduction

Theory lies a solid foundation for the research, and the main theories used in this research are Design Governance Theory, Service Design Theory, System Design Theory, The Theory of Product Service System and Design Management Theory. Design Governance Theory is the model construction concept for the MCC industry in China and it is applied throughout the whole research. The methods and tools of Service Design Theory are applied in industry research of stage 1 and education activity design of stage 4. System Design Theory is used in the construction of the 4 subsystems. Theory of Product Service System contributes to the division of museum tendency. Design Management Theory is applied in stage

3, especially inspiring the MCC design development procedure.

4.1.2 Industry Status Analysis

To estimate the MCC industry status in Haining, analysis of the political surroundings and industry problems the city faced will be thoroughly investigated in aspects of society, economics, and technology. Basing on the case studies of the MCC abroad, the field investigations domestically, the trend studies of *the Museology* development universally, and the collaboration possibility analysis across industries in or around the county, the research will form an evaluation report for Haining county on the strategy of developing the MCC industry.

4.1.3 Research of Target Division and System Identification

The targets of design governance in the MCC industry consist of improving public cultural services, transforming local industries, and assisting vulnerable groups. After division of the targets, the research will define the MCC system by studying the systemic elements, investigating the stakeholders, analyzing the service touch points in support of the *Service Blueprint* tool. Also, in the MCC system modeling section, an ecosystem composed of people, affairs, products, contexts, and surroundings will be established using the *Business Model Canvas*. (Figure 1)

Figure 1. Research Framework on the Industrial System of the MCC

4.2 Research on the Operational System of the MCC

4.2.1 Obligation Reclassification of Museums

Collection, preservation, research, diffusion, and exhibition are the typical obligations of museums traditionally. However, the understandings of the obligations in museums are changing with time. Now education is regarded as the main obligation of museums, while the ones listed above are considered as sub-obligations in assistance of the fulfillment of education [11]. From the perspective of the cultural development approach of the Chinese central government, the targets of

cultural governance can be divided into 2 aspects, which are the creative transformation and the innovative development. Basing on the views of scholars in *the Museology* about the obligations of museums, combined with the targets of cultural governance, the obligations of museums will be reclassified.

4.2.2 Research on General Cooperation Model of the MCC

Following the research of obligation reclassification, the category research of the MCC will be carried out next. In this section, the features of the MCC will be investigated firstly. Corresponding with the cultural development approaches from the views of the central government, the general cooperation model of the MCC industry which includes education model and commercial license model will be studied.

4.2.3 Research on Cooperation Mechanism of the MCC

Research on the cooperation mechanism is the final section of operational system research. Basing on the reclassification of museum obligations and the research of general cooperation model, the cooperation mechanism of the MCC with society governance targeted will be studied in aspects of objectives, behaviors, and surroundings by the tools of *Service Design*. (Figure 2)

Figure 2. Research Framework on the Operational System of the MCC

4.3 Research on the Managerial System of the MCC

In the beginning section of this stage, investigators focus on the topics of departmental duty division and personnel allocation inside museums to meet the need for the MCC development. What follows the 1st section of this stage is the research of strategy setting. The MCC development strategy studies will be conducted along 2 paths, of which the major one is the strategy of following the brand identity of museums and the other one is optimizing according to the hot news which are suitable to make use of.

The next section of this stage mainly deals with the redesign of workflow in the MCC cooperation. In the research of design management, the design workflow is

the key field which has been investigated by many scholars. Instead of putting forward a new workflow model for the MCC development, the research will only pay attention to the deduction of existing workflow models to match with the features of the MCC. The research on the MCC evaluation system of development is the most important section in this stage. It is composed of 5 subsystems which are the commercial environment, the resource, the stakeholder requirement, the design practice, and the customer satisfaction evaluation subsystem. (Figure 3)

Figure 3. Research Framework on the Managerial System of the MCC

4.4 Research on the Practical System of the MCC

Figure 4. Research Framework on the Design System of the MCC

4.4.1 Establishment of the MCC Design Goals

The design goals of the MCC should coordinate with the targets of society governance studied in the 1st stage. The products, exhibitions, and education activities of the MCC industry should be investigated in the perspectives of cultural promotion and cultural inheritance. Besides, the design principles made up of systematism, governance and accessibility should also be established.

4.4.2 Research on Design Approaches

As for the research of design approaches section, methods for designing products, exhibitions and education activities will be researched. Since masses of research findings about the methods of designing products and

exhibitions have been carried out previously, similar investigations should be avoided. However, studies still need to be taken in terms of the integration of design methods in products and exhibitions, and the investigations of applying the tools and methods of service design in education activities should be conducted attentively. Furthermore, to improve the quality of the MCC productions and to provide convenience for supply chains, guidelines and a digital gallery should be made and constructed.

4.4.3 Empirical Study of Design Practice in Haining

The last section is the empirical study of design experiment of Haining county. The purpose of this section is to test whether the theory and the model are good in practice and to optimize the theory and model if needed. (Figure 4)

5 Conclusion

The MCC research with society governance targeted is of great significance in the context of building a modern governance system and improving its approaches for the nation. Additionally, the investigation of governance with design-participated is a new area for design discipline, a lot of basic research and design practice need to be carried out. Although China has a distinctive political system in the world, the Chinese research and practice of design governance will offer a span-new perspective to the world, and it is in the Chinese political system that the value of investigating and practice of China lies indeed. Last but not the least, the MCC industry will get benefits from the research too, for the unique perspectives and the special design concepts with society governance targeted it provides.

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