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MUSEUM CLUSTER IN A SMALL CITY: EVIDENCE FROM RUSSIA

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Agenda

- Russian tourism market
- New role of museums
- Small museums in contemporary environment
- Case study: Irbit museum cluster
- Conclusions and future research

RCNE research project

Sustainable regional economic development based on networking of small cities and district centers

The main goal:

- to develop a methodology for using network coordination mechanism that will help small towns and regional centers to gain sustainability and to develop successfully (that is, to find a way to facilitate combining their scarce resources and competencies, taking into account their history, specific features, and hidden competitive advantages)
- Tourism as one of the prospective decisions to boost small cities' sustainable development



Russian tourism market

- Today, tourism in Russia forms 3.4% of the GDP, affecting 53 related industries. The domestic tourist flow increased by 30% in 2014, by 18% in 2015, and by 15% in 2016 (Rosstat, 2017)
- 45th place out of 141 countries (WEF Travel and Tourism Competitiveness Report, 2015)
- 26 cultural and natural objects from different Russian regions are included into the World Heritage List of UNESCO (World Heritage List, 2017)
- 590 theatres, almost 99 historic and cultural monuments, 103 preservation museums and 41 museum-estates functioning in Russia (Rosstat, 2017)
- 35 national parks and 84 forest reserves in Russia situated in different climatic zones, with extremely diverse landscapes, rivers, lakes, mountains etc.
- **More than 4000 museums**, including “hidden gems” - original local museums in small cities and villages (культура.рф)

Russian tourism market



Worldwide Hospitality and Tourism Themes, 10 (4), 2018.

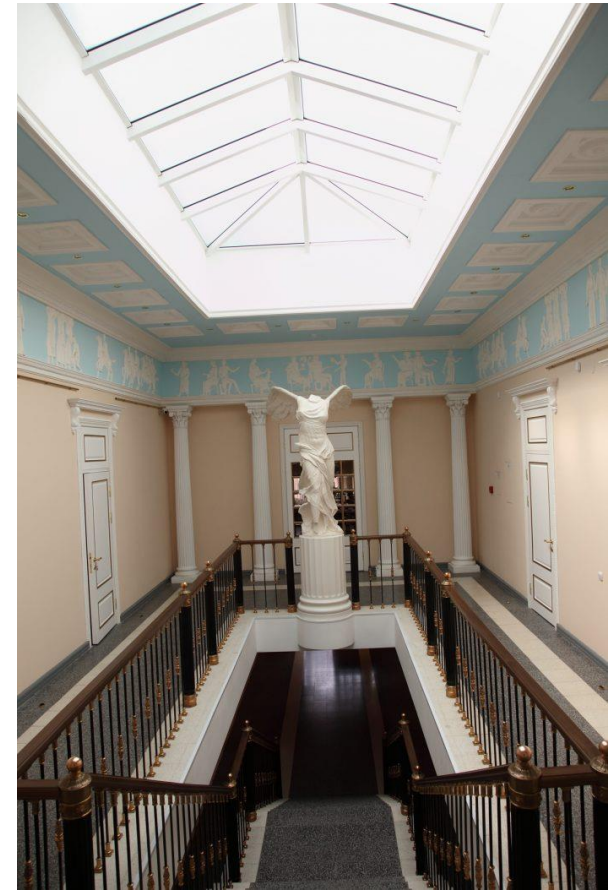
WHATT Special Issue: Russian tourism and hospitality market becoming more diverse with new destinations

- **Russian tourism and hospitality market: new challenges and new destinations**
- **The main trends on the Russian tourism and hospitality market from the point of view of Russian travel agencies**
- **International hotel chains in Russia: the prospects and challenges of movement from megacities to smaller cities in Russian regions**
- **Listening to the voice of customer in hospitality industry: Kano model application**
- **The role of tourists' gastronomy experience in regional tourism development in Russia**
- **Development of agritourism as an innovative approach to the agricultural complex management in Russia**
- **Socio-economic preconditions of resort agglomerations development in the South of Russia**
- **Diversification of Middle Urals multi-touristic potential**
- **The Siberian Trakt - a project that form a tourism network**
- **The approaches to tourist value propositions of small cities development: the case of the Vladimir Region**

Federal Target Program 2019-2025



The Draft Concept of the FTP "Development of domestic and incoming tourism in the Russian Federation (2019-2025)" addresses the still remaining shortages and gaps in infrastructure, technologies and quality of services



- to give priority to the cluster approach in tourism
- to boost *five priority types* of tourism, namely *cultural tourism*, as well as *health, active, cruise, and ecotourism*

Museum diversity and “new tourists”

- Digitalization and intensified information flows lead to the increased diversity of museums (Given et al., 2010; Srinivasan et al., 2010)
- In the era of mobile technology and globalization, the self-knowledge motivation comes to the forefront instead of simple aesthetic/knowledge motivations in tourism (Alebaki et al., 2015; Canavan, 2018)
- A new type of tourist has emerged, wishing to participate not in mass projects, but in "self-realization performance"
- “Diversity, degree of variability and complexity of individual customer service requirements are valid experiences in museums” (Gilmore, Rentschner, 2002)

New role of museums

- Taking in account the shift of cultural tourism to new experiences in the post-modernism environment, contemporary museum is not a simple storage of traditional and elitist culture (Hein, 2000; Macdonald, 2003; Katsoni, 2015; Alexander et al., 2017)
- While in the past the prime function of museums was to gather, preserve, and study objects (Gilmore, Rentschner, 2002; Alcaraz et al., 2009), now the role of museums as laboratories of modern culture is being accentuated in the world museology (McCall & Gray, 2014)
- The laboratory analogy is a productive one in drawing attention to the ways in which the museological deployment of knowledge “brings objects together in new configurations, making new realities and relationships both thinkable and perceptible” (Bennett, 2005)

Small museums

- In the conditions of globalization and fast development of digital technologies, small museums become full partners of world-class museums and complement the range of needs that are not fully realized in large museum complexes: these are visitor's needs for concentration, psychology, and unique attention (Matelic, 2011)
- Being built into the structure of smart cities and settlements, small museums can in a certain way resist "globalization" as a phenomenon, protecting and preserving cultural identity
- The use and recognition of informal networks are important, that can help to enlarge the boundary of the museum to the local community and even to the whole nation (Gilmore, Rentschner, 2002; Hsin-Yi-Lo, 2010; Hua Lin, 2013)

Small museums management

- Traditional approaches to the small museums management do not meet the requirements of the modern environment
“small museum boards need to model the transformation that they desire by becoming change agents, building support for change and organizational capacity, and becoming more effective governing bodies” (Matelic, 2011)
- Contemporary small museum management is responsible for transforming museums into smart and sustainable organizations, into social entrepreneurs that are ready to address what matters in their communities (Matelic, 2011; Stocks, 2014)
- The use and recognition of informal networks are important, that can help to enlarge the boundary of the museum to the local community (Gilmore, Rentschner, 2002; Hsin-Yi-Lo, 2010; Hua Lin, 2013)

Case study: Irbit museum cluster, Sverdlovsk region



The Sverdlovsk region



- The nature of the Middle Urals provides a great potential for the development of eco-tourism, preserving the integrity of eco-systems – the diversity, the uniqueness, the vastness of the landscapes, untouched by anthropogenic processes.
- Cultural tourism: 942 architectural monuments, museums and theatres

Ekaterinburg – business tourism, event tourism (one of the FIFA World Cup 2018 host cities), religious and dark tourism (Ganina Yama, the burial place of the last Russian Tsar family)

Irbit city

- Founded in 1631 under the name *Irbirskaya Sloboda*
- Located 204 km east of Yekaterinburg, on the right bank of the Nitsa River
- Since 1738: annual Irbit Fair of all-Russian significance
- Irbit Drama Theater since 1846

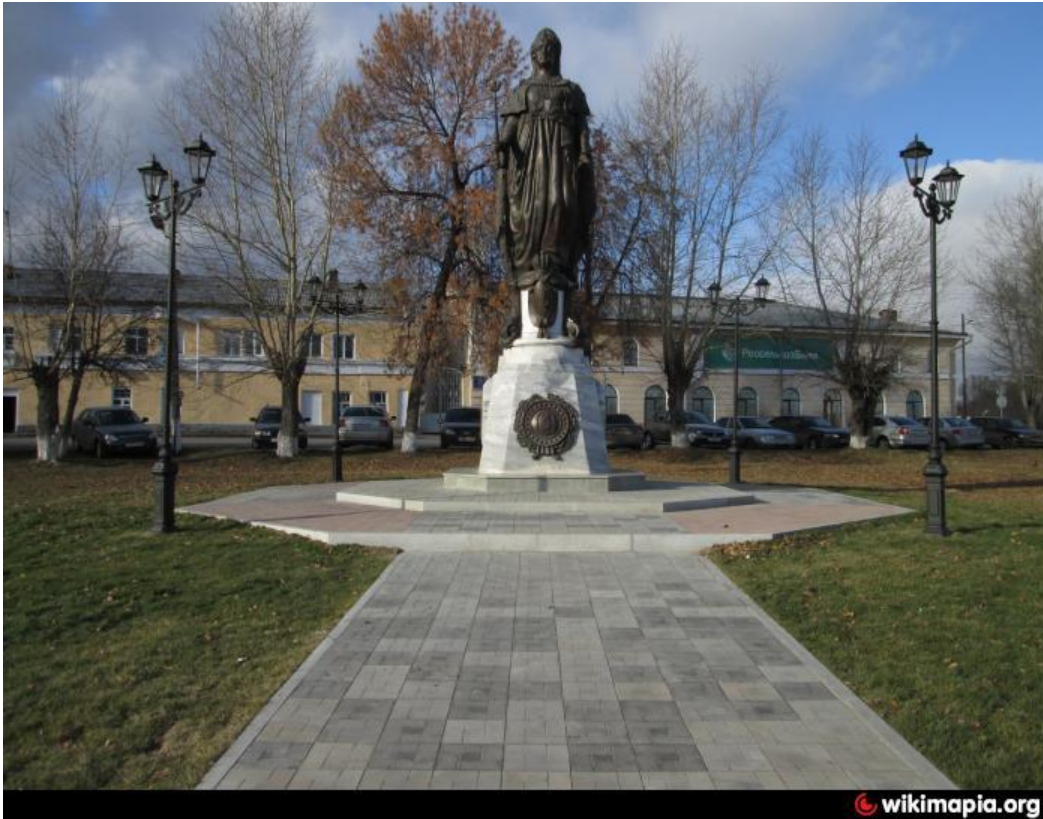


- Since 1821, Irbit is built according to the master plan as a city-fair with the creation of a single architectural ensemble
- 2017: 37,4 thousand citizens (425th place out of 1112 Russian cities)

Irbit city



Irbit city



- 68 monuments of town planning and architecture
- 11 historical monuments
- unique “lacy” brick patterns of old buildings
- 5 museums

Irbit museums

State budgetary institutions	1. Irbit State Museum of Fine Arts (IGMII) with three branches: - Exhibition Center; - Museum of engraving and drawing; - The Museum of Urals Art	http://www.irbitgmii.ru , http://rusmuseumvrm.ru/data/offices/irbit/index.php#slide-2 - Virtual branch of the "Russian Museum" in Irbit; http://www.k-w-a.ru - personal page of the museum director V.A.Karpov
	2. Irbit State Museum of Motorcycles	http://www.gbuksoigmm.ru
Municipal institutions	3. Historical and Ethnographic Museum	http://irbitiem.ru
	4. Motorcycle culture center <i>Motodom</i>	http://motodom66.ru
Private institutions	5. Irbit Museum of Folk Life	http://irbit-imnb.ru
Centers and clubs	6. "Motorcycle Design Studio", tourist bike club "Meteor", karting club "Ural" at the Motorcycle Center	http://motodom66.ru , https://vk.com/centremoto
	7. Information and Education Center at IGMII	http://www.irbitgmii.ru/museum/mv

Irbit museums

- It is commonly believed that small museums are characterized by a slight influence on socio-cultural and artistic processes, small audience coverage, that the collections of small museums have typological exhibits of the "second" and "third" level
- Indeed, museums of a small city or a settlement, as a rule, represent a cultural dominant of a limited region, form social processes of life of the local community
- However, the unique specificity of Irbit is that its museums are famous for collections of world significance, with wide thematic, specific and style orientation
- The collection of the Irbit Museum of Fine Arts has more than fourteen thousand works, including the works of Durer, Titian, Tintoretto, van Dyck, Rembrandt, Pissarro, Toulouse-Lautrec, Chagall, et al.

Irbit State Museum of Fine Arts



Irbit State Museum of Fine Arts



Irbit State Museum of Fine Arts: hall of the Ural art



Irbit State Museum of Fine Arts: Western European engravings (14-18th centuries)



Irbit State Museum of Fine Arts: Western European engravings (14-18th centuries)

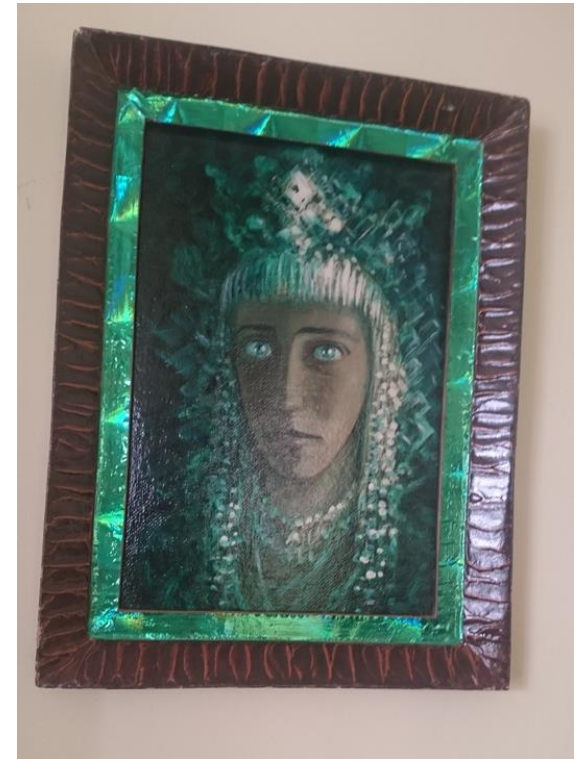


Irbit State Museum of Fine Arts: original painting by P. Rubens discovered



In 2012, the Irbit State Museum of Fine Arts discovered the original painting by *P. Rubens "Penitent Mary Magdalene and her sister Martha"*, which lay in the Hermitage's storages until 1975 and was then presented to the opening of the Irbit Museum as a perfect copy. Earlier it was believed that the original Rubens is in the Vienna Museum of Art History. A chemical analysis conducted by a team of Russian and international experts confirmed that the "Irbit" Maria was written before Maria's "Viennese", and, accordingly, is not her copy

Irbit History and Ethnography Museum



Irbit Motorcycles



"The blood of the Irbitman is diluted with gasoline and engine oil"

- Irbit is permeated with echoes of motorcycle culture due to the Irbit Motorcycle Plant (sells motorcycles in Europe and USA)
- Annual international bike rallies "Irbit - Motorcycle Capital of the Urals", motor festivals and motor rides



Irbit State Museum of Motorcycles

Since 2003, the only motorcycle museum in the Urals



- The main section: an evolution of the domestic motorcycle is shown, starting with the first army model M-72
- Foreign models of motorcycles (1936-1984)

Clustering and relationships

- V.Karpov, Director of the Irbit State Museum of Fine Arts, established long-term business relations with leading museum complexes in Russia and Europe, which helped him not only to form a value fund, but also to assemble a rich scientific library, to open a restoration workshop, "Virtual Branch of the State Russian Museum"
- It is important to accumulate resources and competences (security, storage, attribution, conservation, restoration and reconstruction technologies, cultural communication technology, scientific and artistic interpretation, technology of scientific and artistic expertise, hospitality technology, event organization, pedagogical programs, art therapy, environmental technology, exposition and exhibition design, etc.)

Recommendations

1. To improve the complex technologies that have proved themselves in the practical work of museums: visit- and service centers, "live expositions", virtual expositions, art residences etc.
2. In addition to sites, electronic catalogs, video and audio resources, museums need to expand their presence in social networks, mobile devices, Internet projects. The ideology of the "open museum" is built on the basis of the development of interactive forms, co-authorship and co-creation
3. To pay special attention to feedback from the public, opinions, information, ideas...
4. To form a special educational space for museum communication (partnerships with educational institutions) using a variety of information channels
5. Integration of the museum and cultural space of Irbit first into "museum quarters" and then into the "city-museum". It should be based on a thoughtful concept of complementary exposures

Conclusions

- As the spiritual needs of people change, the role of small museums also changes. Since the needs evolve from the traditional forms of knowledge to self-knowledge, museum and tourist sphere transforms into a way of person self-realization
- Interactive "small forms" proposed by many contemporary museums correspond to individual needs for attention to self-esteem and deep concentration on unique individual experiences
- Large museum complexes are not always able to satisfy this need. A small museum, on the contrary, is well suited to organize a deep individual dialogue with visitors, revealing its uniqueness in the implementation of cultural communications

Conclusions

- The case of the small city Irbit located in the Urals shows that many small ancient Russian settlements have a huge tourist potential. This city possess museum collections that can attract tourist flows and contribute substantially to the transformation of the Sverdlovsk Region into a spiritual and educational center of the Urals
- To implement the proposed recommendations, digitalization and attractive investment conditions with a "tax break" for business are well suited, as well as small cities and villages local community involvement, and intensified networking of small cities and small museums, both between each other, and with bigger cities and museums

Questions?

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<https://www.econ.msu.ru/science/RCNE/>



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