
Goranka Horjan
Ethnographic Museum
Zagreb
ghorjan@emz.hr

UDK 069.64:7.025](497.521.2)
7.025.4:069](497.521.2)
Review paper
Received: 4 September 2017
Accepted: 25 September 2017

Ethnographic Museum - Strategically Networked Tangible and Intangible Heritage for Smart Development

- The author is presenting project of renovation and modernisation of the Ethnographic Museum, received funding due to the successful application to the call *Preparation and Implementation of Integrative Development Programmes Based on Renovation of Cultural Heritage*. The programme's goal is promotion and increase of the value of cultural heritage, both of the single monument and the whole urban unit. It will also increase number and quality of museum products and services and significant grow in visiting numbers is expected in the period after the project is completed. By following relevant national and European strategies for museum sector, new trends of museum development in the 21st century and social responsibility linked with users and audience, the museum aims to provide answers to new challenges, especially those connected to economic impact and linked with cultural tourism.

Key words: Ethnographic museum (Zagreb)
cultural heritage safeguarding, cultural tourism

INTRODUCTION

In November 2016 the Ethnographic Museum and the Croatian Chamber of Economy signed a contract with the Ministry of Regional Development and EU Funds for the co-financing of the project named *Heritage Revived for Smart and Sustainable Development in a Hyper-connected World*. The project includes the renovation of the monument complex comprising of three buildings with an inner yard and ancillary premises. The project will include the renovation

of the building and of the new permanent collection of the Ethnographic Museum, the extension of the Croatian Chamber of Economy with the new exhibition of the Economy Museum and the renovation of the shared yard for communication and visitor acceptance, as well as of the premises intended for different events. Moreover, the backyard building in Kačićeva Street will be renovated in a separate location, intended as museum storage facilities, restoration workshops and office premises.

The funds required for the preparation of the required documentation were provided through European Structural and Investment Funds standing at HRK 6,094,300.00, which will be co-financed from the Operational Programme Competitiveness and Cohesion in the maximum amount of 80%. The project is an excellent way to connect culture and the economy in accordance with the strategies at the European, national and city level. Due to substantial support provided by the founders of the City of Zagreb, the Ethnographic Museum will be given a new appearance and one of the most beautiful Secession buildings in Zagreb will become a unique attraction both for Zagreb citizens and for a large number of tourists. The project was supported by the Ministry of Culture of the Republic of Croatia and the Zagreb Tourist Board.

STRATEGIC CONTEXT OF THE PROJECT

The terms and conditions for eligibility for grants provided through EU funds imply that investment projects in cultural monuments and the museum programmes within them focus on objectives defined in the relevant strategies throughout the levels. The project is based on relevant European, national and local strategies which are crucial for the currently performed museum activities. The project of the Ethnographic Museum in partnership with the Croatian Chamber of Economy fulfils three priorities defined by the Europe 2020 strategy, which includes smart, sustainable and inclusive growth. The project introduces a new dimension of a socially responsible museum through an effective use of own resources, introduction of new educational programmes and ensuring access for people with disabilities, in addition to its contribution to regional development and economic growth and employment.

As a result, the integrated project will provide two renovated individually registered protected tangible cultural goods of national importance, a restored cultural good within the protected monumental complex, conserved and publicly accessible collections protected as tangible cultural goods and collections protected as intangible cultural heritage on the UNESCO list. This will positively affect smart development along with knowledge and innovation-based

economic development. The project contributes to the promotion of the digital society through new technological solutions, which have been incorporated in the renovated heritage monuments within the project as a result of co-operation with IT companies.

Through opening of permanent collections in the renovated monuments, as well as with the accompanying activities, the Ethnographic Museum and its partners will jointly achieve significant and measurable economic impact by increasing of the number of visitors and the creation of new jobs. A large number of new programmes whose introduction has been planned through the project of the Ethnographic Museum will be using culture and cultural programmes as an incentive for growth and employment, which is obviously in line with the European Agenda for Culture.

The Republic of Croatia implemented the investment in cultural heritage striving to exert a positive impact on tourism. Hence, in all the tenders in the line 6c the support provided by the tourist board was highlighted as a prerequisite.

The Croatian Tourism Development Strategy 2013-2020 identified cultural tourism as an extremely important field, whilst projecting its further growth and pointing out its importance for the future of the overall tourism sector in Croatia. Croatia has an exceptionally rich cultural and historical heritage. Nevertheless, it is insufficiently evaluated from the tourism aspect and also insufficiently included into the overall destination programmes. The main strategic objective of Croatian tourism development by 2020 is to increase its attractiveness and competitiveness, which will result in its inclusion in the leading 20 tourist destinations at the global level, in accordance with the competitiveness criterion. The project of the Ethnographic Museum develops in accordance with these strategic guidelines, due to the fact that its implementation will result in the preparation of new tourism programmes, cultural heritage restoration and a more effective promotion of the overall tourism programmes.

The project will certainly attract new investment. Investment in the renovation of cultural heritage, as well as the investment implemented by local entrepreneurs aimed at the promotion of its production capacities and new products will increase Zagreb's competitiveness and transform it into a considerably more appealing tourist destination. New catering facilities, museum and gallery premises, accommodation capacities, a souvenir shop and a tasting room, amongst others, will all be new services and products that will contribute towards meeting the objective to increase tourism consumption at the renovated Museum localities. In fact, the project will also result in several new tourism products and services through investment into the development of a wide range of different innovative cultural tourism products and their more intensive and specialised promotion and sales.

THE NETWORKED MUSEUM

Many museums are questioning their own role and finding new types of interaction with the public against the backdrop of the technological environment of the 21st century, characterised by new types of communication and business operations in the virtual world, as well as through application of new technologies. The world museum organisation ICOM dedicated the International Museum Day 2018 primarily to addressing this topic, whilst the Ethnographic Museum with its project ideally follows suit. The first project phase is currently underway. It has been named *Heritage Revived for Smart and Sustainable Development in a Hyper-connected World* and it includes the preparation of project documentation, which will be followed by investment implementation. According to this project, the conservation and presentation of cultural heritage largely depends on its connection with the public. Due to the previous experiences of Museum experts in international projects¹, the project will include different ICT solutions and it will hence establish strong connections with the stakeholders in the field of culture, as well as in other sectors.

The project of the Museum points out new aspects in the development of the public where communication expands beyond the real premises and includes all the types of virtual communication with the visitors and users, taking into account a new reality that refers to highly connected public and the creation of the so-called digital force. In addition to taking into account of the communication phenomena in the hyper-connected world, the continuous use of technologies without limits concerning the real premises they are located in is particularly widespread. This includes also a higher flexibility of Museum operations, which is crucial for the project implementation.

The representative Secession building of the former Trades and Crafts Museum, designed by Vjekoslav Bastl is already having its façade and roof with the dome renovated in accordance with the project developed by the Croatian Conservation Institute managed by the architect Blanda Matica. This individually protected cultural heritage item, where the Ethnographic Museum is located with its museum collections, needs to focus on several important components during its renovation. The values of the monument both in the exterior and in the interior need to be preserved, the rich museum holdings need to be presented in compliance with the professional standards, the museum needs to be made accessible to different user categories and the effects that are expected from the

1 Goranka Horjan participated in the project *eCultValue* supported within *Horizon 2020* programme and provided the ideas behind the multimedia project *Gubec Theatre*, which was the winner of the international award *Heritage in Motion*, whereas Zvezdana Antoš participated in the project named *Carnival – King of Europe*, which was co-financed through the *Creative Europe* programme and won the *Europa Nostra Award*.

projects co-financed from Structural Funds need to be achieved. The potential of the Ethnographic Museum has been recognised, since it can contribute to the recognition of Zagreb as tourist destination, due to the fact that it holds unique national collections of traditional culture, as well as highly important items both from other European cultures and those outside Europe.

During the first phase of co-financing from EU Funds, through this project the Museum will prepare the comprehensive documentation. During the second phase, through infrastructure works on the building of the Ethnographic Museum and the business building with the storage facilities belonging to the Museum located in Kačićeva Street, it will provide adequately renovated premises for the performance of the museum activities. Hence, the equipping of the premises will ensue, as well as the modernisation of the existing programmes and the introduction of the new ones. Museum departments will be provided multimedia equipment, interactive and museographic tools, visual mapping and other solutions for the purpose of the presentation of new programmes and an attractive presentation of the existing collections. The creation of multimedia programmes implies co-operation with scientific institutions, civil associations and the entrepreneurial sector and especially with the creative industries sector. The ambitions of the Museum are substantial concerning these aspects, yet there are also clear limitations. In fact, during the financial period 2014 – 2020 the European Commission limited the investment into individual cultural goods to €5 million, which is a very small amount in terms of renovation and redecoration of the Museum, primarily concerning the large projects in the premises located inside the cultural monuments. Consequently, the preparation of project documentation is a highly complex procedure in which the requirements of the neglected Museum need to be met, the professional ambitions filled and the real financial possibilities realised.

The interactive programmes of the Museum, maintenance of the technological solutions and the development of communication tools with the visitors will create new types of jobs intended for young experts. New professions, such as designers for the creation of new visitor experiences or on-line communicators will be included in the new systematisation. The previously mentioned project eCultvalue, which saw the participation of the author, was dedicated to project valorisation, through research in the new technologies sector and the heritage sector. Hence, a conclusion was reached that three key fields in which Europe sees the advantages arising from this connectivity are heritage preservation, communication and enriching visitor experiences.

THE MUSEUM ASSISTING ENTREPRENEURSHIP

In addition to having the undeniable social and educational value, currently an increasing number of heritage experts believe museums have a significant, albeit undervalued economic potential. That is certainly not so in the direct performance of economic activities which would remove them from the budget financing list, but in the productive connection between the culture sector and the entrepreneurial sector. The Ethnographic Museum will introduce new supporting programmes, such as the museum shop in the renovated entrance hall or the catering facilities located in the premises of the reconstructed terrace. The introduction of the supporting programmes requires establishing co-operation with the entrepreneurial sector. The Museum will establish connections with small and medium-sized businesses operating in the activities of design, souvenir making based on original traditional items and items linked with the contemporary sub-culture. The creation of tourism programmes and the design of new travel packages require co-operation with the Tourist Board, agencies and tourist guides, hotels and transport operators, as well as with providers of all the accompanying services.

The project focuses on establishing connections with the stakeholders in the field of creative industries and new technologies, as well as those outside the culture sector in order to achieve the expected progress in terms of increasing the number of new visitors and ensure multiple visits by local users. Moreover, this type of networking will enable the development of new products and services, primarily in co-operation with the ICT sector, primarily software solutions for interactive programmes, as well as the games industry and online communication that will attract a large number of virtual users and additionally increase the revenues generated by the Museum through online services. Workshops will be equipped in the accompanying building where, in addition to restoration work, high quality replicas of items for the museum souvenir store will be made.

Establishing connections with designers and artists will enable the promotion of their products at the Museum and provide the opportunity for them to sell the finished products at the Museum Store and on e-kupi (transl. e-buy) portal of the Museum. The Designer's Corner that has been planned at the Museum in co-operation with educational institutions will enable further development of the creative potential of youth who will be strengthening their capacities against the backdrop of the heritage. Ethno Laboratory will be an additional attraction at the Museum, as an especially interesting combination of new technology through which traditional patterns will be transformed into an acceptable way to meet the requirements of entrepreneurs.

The implementation of the project is a strong development opportunity for the City of Zagreb, due to the fact that it includes a wide range of stakeholders who are involved in its implementation and there is a clear orientation of the Museum towards the involvement of economic components in the project. In this way, the Museum has integrated corporate social responsibility in the decision-making concerning the investment as the prerequisite for future development and increasing the monument attractiveness, as well as the number of economic services provided in the environment. The project pays special attention to the creation of new jobs for youth through development of interactive programmes for the Museum, which are intended as a permanent activity that continues even after the Museum has completed the contracted works on the project. Hence, a special sustainability is achieved and the continuous generation of new smaller-scale attractions that will provide reasons for repeated return of the visitors to the Museum.

The project creates a hyper-connected museum through rearrangement of the structure. Furthermore, it also provides the joint activities that will result in smart and sustainable development through the involvement of different shareholders, since in this way the Museum strengthens its potential and reinforces its social role through responsible use of cultural heritage. Through its new strategy the Museum will establish long-term partnerships with public and private sectors, which will encourage new projects and investment. In addition, the co-operation with the Croatian Chamber of Economy will enable alternative use of the infrastructure for the shared needs. Consequently, the use of the newly renovated premises will be optimised and the “doubling” of equivalent programmes in buildings will be avoided, which will provide more room for the newly developed programmes.

The sustainable model of monument management is anticipated, which will generate own revenue at several crucial points. The first point is the heritage resource, which is based on unique architecture, fantastic collections of material culture and exhibitions of the highest level of intangible cultural heritage included in the UNESCO list. Secondly, there are products and services resulting from the partnership with economic entities, through which the Museum directly and indirectly increases employment both in the local community and in the region. Continuous introduction of new programmes and sustainability of the monument attractiveness level is ensured in the field of innovations and through co-operation with scientific institutions. Moreover, the co-operation with the ICT sector follows the same path, which expands the range of products and services also to the virtual sphere and hence maximally expands the circle of users. A strong social component is achieved through the increase of accessibility and the care for the involvement of different vulnerable groups that require additional care and assistance.

THE MUSEUM AS AN EDUCATION INCUBATOR

A hyper-connected museum is a prerequisite for a dynamic educational programme and an encouragement to all the types of e-learning and the acquisition of multitasking skills, amongst others. All of the previously mentioned, through a connection with tourism, catering and hospitality ensures smart growth of the institution through gradual strengthening of competencies and service quality, as well as continuous innovations. In addition, a comprehensive marketing plan and the promotion of the attraction through synergies with tourism will also provide added value. Hence, the Ethnographic Museum will become the propeller of development in the museum sector and a best practice platform for other museums. The niche opened by the Ethnographic Museum for employment in the museum sector is primarily intended for young generations which are exposed to a huge risk of exclusion from the labour market by 2025 and it also keeps abreast with the strategies of the most economically developed countries concerning this issue.

Co-operation with the entrepreneurial sector is imperative for the introduction of accompanying programmes. Hence, the Museum will establish connections with small and medium-sized businesses involved in design activities, as well as activities of souvenir making based on authentic traditional items, as well as items linked with the contemporary sub-culture. Hence, the visitors will be provided new programmes, the number of museum visitors will increase (in the medium term for at least 300%), as well as the number of tourists and the tourism season in the destination will be extended. This will result in a rise in the number of small and medium-sized businesses and the creation of new jobs.

Training for small and medium-sized businesses will be held within the planned incubator in order to present the following educational programmes:

Berger Training Programme – a well-known brand throughout Europe, at the beginning of the 20th century whose owner was one of the founders of the Ethnographic Museum in Zagreb and his fashion industry was based on traditional patterns. A fantastic range of patterns held by the Museum can be an important resource for the design of new products. The use of the existing heritage resources to meet the requirements of the Croatian economy need to be offered through training programmes, which both partners are planning to organise after the completion of building renovation during the project implementation process. The organisation of two seminars for entrepreneurs is planned. The promotion of own original products will be held in co-operation with the main partner, the Croatian Chamber of Economy. The *Put the Pieces Together for the Buy Croatian Initiative* programme is planned within the incubator. The interested partners from the small and medium-sized sector, jointly

with the Croatian Chamber of Economy and the Ethnographic Museum, will exploit innovation opportunities through experimentation process. They will also become involved in the evaluation of the proposed ideas and the use of technology for their implementation. The experiments will take place within the scenarios that include real environment and consumer interaction. This approach will provide assistance in the evaluation of the competitiveness of products and services through different phases from design to recycling. Hence, contextual design is encouraged in which the users participate, whilst developing emotional relationships and empathy with the environment. Moreover, they build support also through products and services provided in the community.

Table Be Set is a training programme intended for the promotion of the Croatian gastronomy and it contributes to the problem of solving its unrecognition both in Europe and globally. In accordance with the effort invested by the Croatian regions in order to protect their original products and increase their value both on the local and on the international markets. In addition to opening attractive catering facilities in the renovated Museum buildings (the offer is based on intangible gastronomic heritage of Croatia) and the thematic delicacies that accompany *A Walk through the Year*, there are also plans in terms of *Urban and Rural Cookery Book*, as well as *Grandma's Kitchen* programmes.

THE MUSEUM CONNECTING THE FAMILY

The Museum will introduce the Family-friendly standard, promoted by the City of Zagreb. Hence, the visitors will be provided new programmes, which will increase the number of visitors and positively affect the extension of the tourism season. Furthermore, under this project the Museum will focus on another target group, which includes older generations, since the existing development policies need to take into account the so-called “active aging” process in which persons of the third age prolong their years of activity and are considered as significant potential museum users. Consequently, the project created a wide range of events and activities adapted to this age group through programme development with different associations. Particular attention has been paid to establishing of inter-generational dialogue and knowledge transfer to younger generations.

In addition to establishing strong connections with educational institutions for pre-school and school age children, the museum is expected to become involved in adult education and hence contribute to lifelong learning.

The syntagm of *hyper-connected museum* sets concrete, measurable and jointly harmonised objectives that will be achieved through clearly defined activities.

Similarly, through the topics addressed in the new permanent collection and temporary exhibitions, the Museum will become an active participant in solving of the actual challenges faced by the overall society. The new solutions are intended to strive to maximise the reach and achieve the flexibility in addressing the actual topics. Hence, the permanent collection is expected to change some individual programmes within specific time intervals in order to give the opportunity to the Museum to introduce innovations and ensure the dynamics through the contact with the public without the need for large new investment.

Through this project the Ethnographic Museum is promoting the strategic component of the City of Zagreb of the Family-Friendly Museum. This will be achieved through activities intended to build inter-generational connections, in order to provide rich programmes, as well as an educational and interesting stay at the Museum of all the family members, including those comprising of groups of children with different development disabilities. Through a systematic upgrade of the acquired experiences, the Museum achieves better results in the social environment. The Family-Friendly Standard will positively affect the extension of the tourism season within the destination, since there is currently a shortage of museum programmes intended both for children and for their parents. Consequently, the Ethnographic Museum will become the propeller of development in the museum sector and a best practices platform for other museums.

In co-operation with different associations, the Museum will develop special interactive programmes intended for targeted segmented user groups (persons with developmental disabilities, disabled elderly persons, hospitalised children, minorities and immigrants, to name a few). The Museum has thus far included work with vulnerable groups in its programmes and, as a corporate social responsibility museum, it is striving to enhance such practices. The Museum promotes desired behaviour and activities of children through games of agility intended to help motor development and hence the young innovators will design prototypes of installations for these types of games which use artistic design inspired by the tradition. Special attention will be paid to the children with developmental disabilities and hence a proportion of interactive tools and programmes will be adapted to meet the requirements for the development of their competencies.

The programme named *Ethnic Sound* will connect the tradition of world music, which is extremely popular and enables different tours of world musicians, as well as local ethnic musicians, LADO – the national folk dance ensemble. It will also establish connections with the Croatian musical youth (joint appearances of young musicians from different countries) and provide insight into new cultures through musical expression, amongst others. Moreover, courses linked with

traditional dances are anticipated, as well as musical expression in co-operation with different performers. In addition, anti-stress programmes are being designed based on sound and movement (sound therapy, dance therapy). The results will include an increase in the number of visitors, direct employment of motivators and educators (dance and music pedagogist, ethnomusicologist).

A special programme intended for youth through the exhibition named *Children's World*. A segment of the permanent collection intended especially for children includes the Museum playroom and the exhibition programme intended for the youngest visitors. Children will be given the opportunity to spend a huge proportion of the day playing both with traditional and contemporary toys and playing games from throughout the world. This is intended to encourage curiosity and a better understanding of the world around us (focus on multi-culturality, tolerance and acceptance of differences from the earliest age). In addition to playing, children will be offered a broad range of educational programmes linked with the remainder of the permanent collection (young explorers, young weavers, young gardeners, young potters), as well as themed birthday parties for children. The effects of the increase in the number of visitors include direct employment of educators and motivators.

CONCLUSION

The spatial potential of the Museum has been significantly expanded through the allocation of the backyard building in Kačićeva Street 9/2 by the City of Zagreb, the founder of the Ethnographic Museum. This has given the Museum the opportunity to relocate a large proportion of the museum holdings into new storage facilities that will be reconstructed in these premises, as well as to relocate the working premises of the employees. Furthermore, this has hence enabled the upgrade of the permanent collection with new contents. Moreover, an opportunity has been provided for the expanded display of the previously selected topics. In addition, more room has been gained for different programmes intended to ensure a comfortable stay for the visitors and users. It is also important to highlight that the premises for the permanent museum collection viewing have been additionally expanded through the signing of the agreement with the Croatian Chamber of Economy about the reconstruction of the yard, whilst striving to provide the premises for the holding of special programmes, as well as following the installation of an external lift.

The advantages of the planned absorption of EU funds include the comprehensive implementation of investment, which can be achieved only through the synergy of the key stakeholders and these are the City of Zagreb, the Ministry

of Culture and EU Funds. Consequently, the museum programme required adapting to the agreed strategies that the Republic of Croatia signed with the European Commission and subsequently prepared its national and local strategic documentation. Each project applied for the tender needs to provide the argumentation for its objectives and measures integrated into the strategies. Due to the approval of financing for the comprehensive documentation of the project named *Heritage Revived for Smart and Sustainable Development in a Hyper-connected World*, the Museum will provide the required and comprehensively studied spatial segments and obtain the required licences and permits from the competent authorities for both buildings of the Museum.



EUROPSKA UNIJA
ZAJEDNO DO FONDOVA EU



EUROPSKI STRUKTURNI
I INVESTICIJSKI FONDOVI



Operativni program
KONKURENTNOST
I KOHEZIJA

