



Intellectual Capital for
Communities
In the Knowledge Economy

The Role of Museums in the Knowledge Economy

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What is a Museum today?



Art and Digital Economy: ownership issues



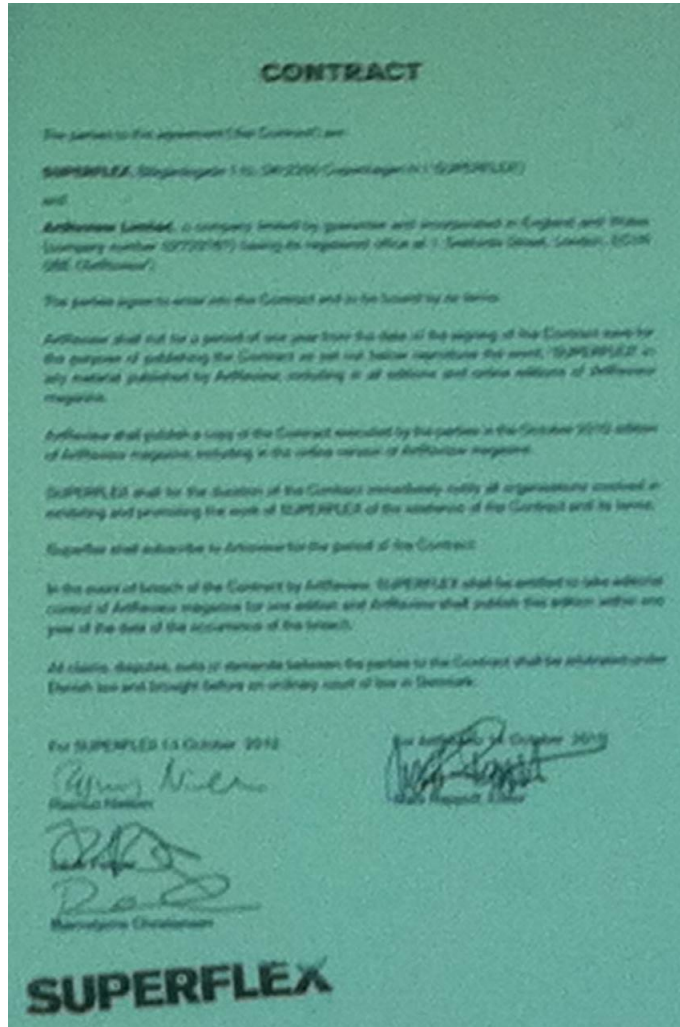
‘Super Mario Sleeping’ (1997) Miltos Manetas

Art & Challenge to Copyright Economy



Stefan Bruggemann/Robert Barry 'Shift' (2010)

Art innovation and contract limitations....

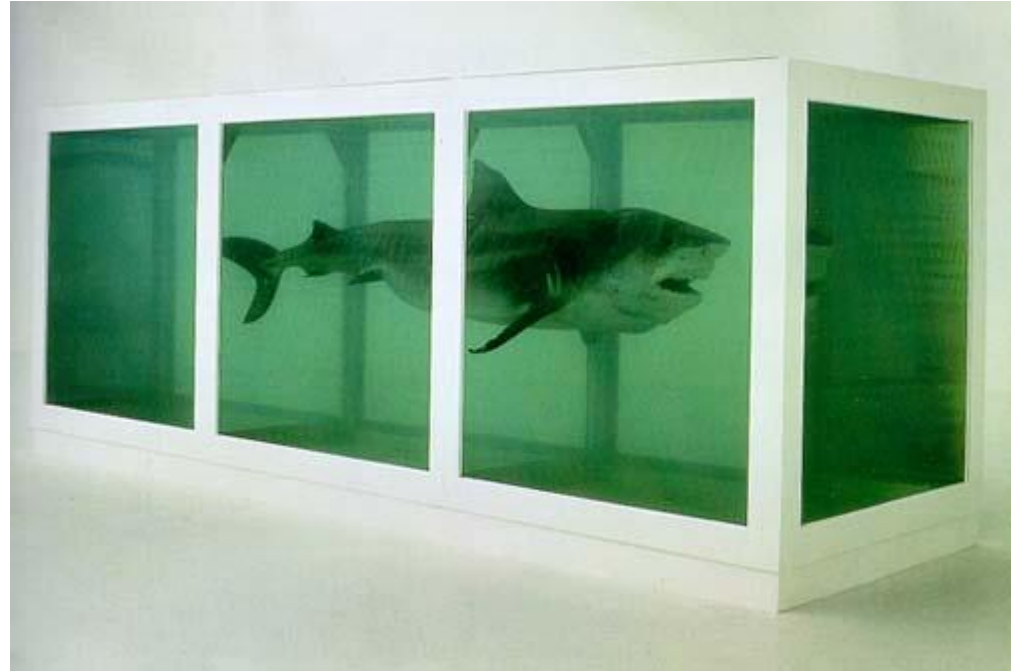


Superflex 'Contract with Art Review'

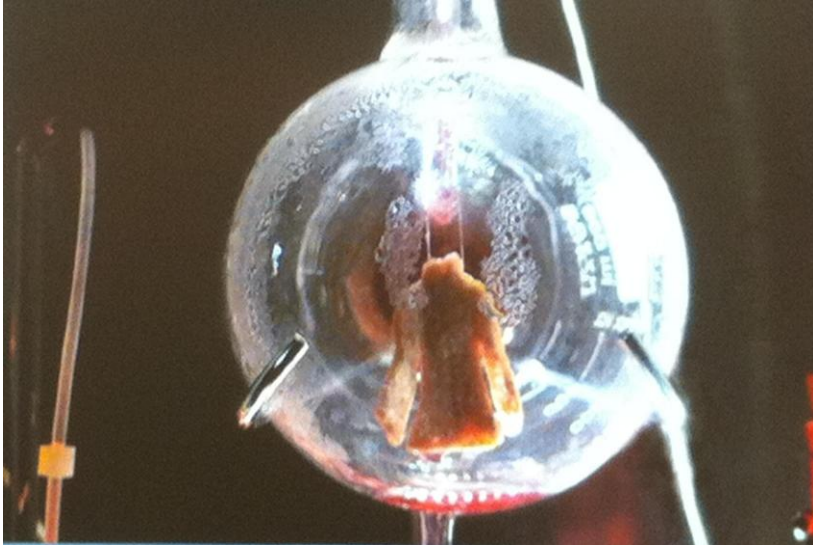
Substance and Art: Which economy?

When Damien Hirst ponders the replacement of the original tigershark by a more recent specimen, he questions the authenticity of the piece created.

- In the eyes of a curator, the original artwork is gone.
- To the artist, though, it is the concept which circulates through space and time.



Art & Science

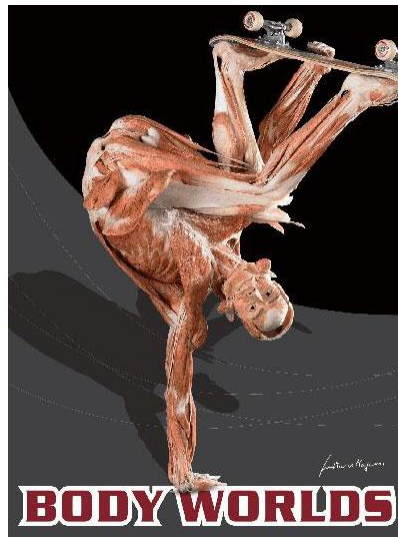


**'SymbioticA
Victimless Leather**

**'Alba Rabbit'
Eduardo Kac**



Body Art: Art Business? Which Ethics?



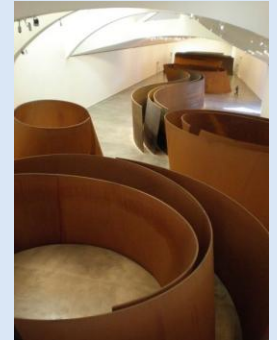
Guggenheim (1)



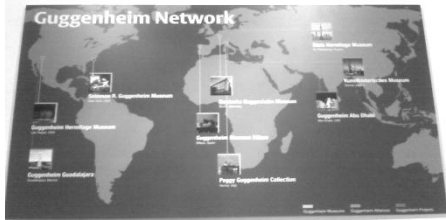
First museum to develop internationally intangible assets, in creating the Trademark “Guggenheim” as a reference in Modern/Contemporary Art.

“Franchises” around the world:

- **Guggenheim Bilbao:**
 - **Created in 1997 (45 000m²)**
 - **€166 M paid by the Basque Government for the Museum, from which 18 M for the Guggenheim Franchise**
 - **Around 90 exhibitions in 10 years thanks to the Guggenheim New York collection**
 - **Over 10 million visitors**
 - **Impact on the city and the area**



Guggenheim (2)



■ Deutsche Guggenheim in Berlin:

- Creation in 1997 (510m²)
- Collaboration of the Guggenheim Foundation and the Deutsche Bank: a joint venture, which implies joint responsibility in management
- 3 or 4 exhibitions each year

■ Guggenheim in Abu Dhabi:

- Opening expected in 2011
- Costs estimated to \$ 200 M
- Architect Frank Gehry (30 000m²): building financed by the local authorities
- Creation of its own collection and housing of exhibitions
- Focused on Middle-Eastern Modern/Contemporary Art
- Education programmes

Evaluating Museums: intangible valuation as a new aspect?

➤ Limits of Measuring Museum Performance

- Odile Paulus, 2003, *Measuring Museum Performance: A Study of Museums in France and the United States*)

- Evaluating Economy (cost incurred compared to those budgeted)
- Evaluating Equity (the museum capacity to attract public)
- Evaluating Effectiveness (museum's ability to reach objectives)
- Difficult evaluation and validity of indicators

➤ The influence of Market and Product Orientation on Museum Performance (Carmen Camarero, Maria José Garrido, 2008)

- Various objectives of museums (conservation, education, number of visitors...) & Multiple Targets (visitors, donors, institutions, community, professionals...)
- Customer orientation (not only satisfaction, but also social impact) & reinforcement of economic performance

⇒ Intangible assets: a more comprehensive approach of evaluating a museum

Museums Intangible Assets

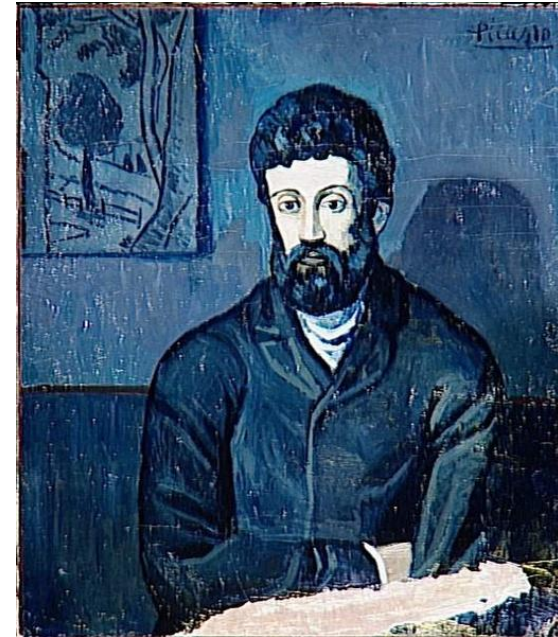
- **Intangible assets: identifiable non-omnetary assets that cannot be seen, touched or physically measured, which are created through time and effort and that are identifiable as a separate asset.**

- **Fundamental intangible assets:**
 - **Intellectual Capital**
 - **Trademark/ Brand**
 - **Creativity (Nonaka & Takeuchi, 1997) , (Bounfour , 1998)**

- **Creation of Franchise: license of brand, loan of pieces of art, assistance and transfer of know-how...**



Intangible Asset of Know-How



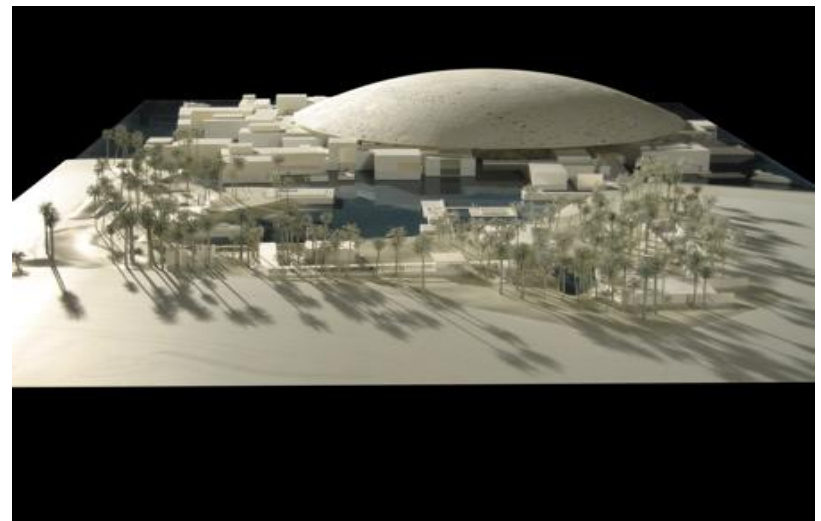
Copyright: musée Picasso

Brand & Know-How

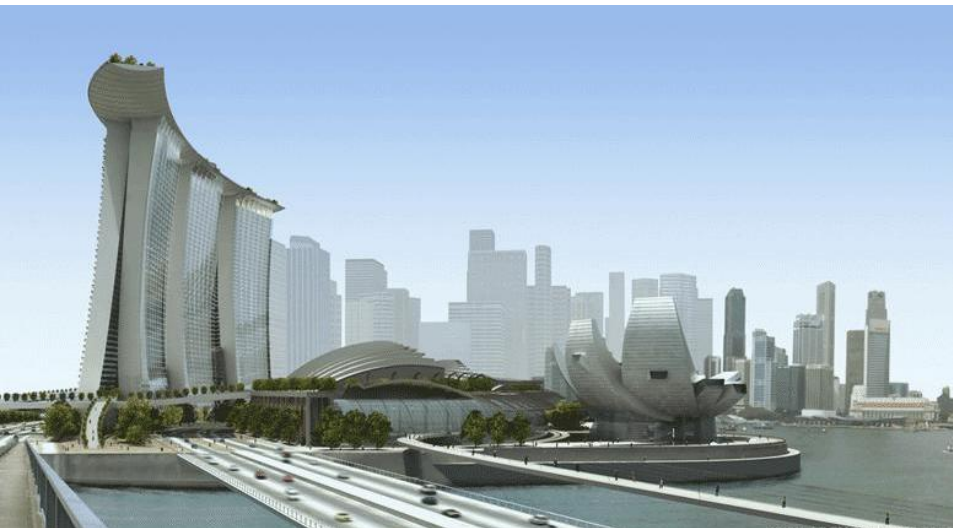


A 30-year partnership with the
United Arab Emirates:

- A **brand licensing contract**: €400M
- **Art loans** with other French museums: €195M
- **Exhibitions**: €190M
- **Sponsorship**: €25M
- **Art Specialized Services** to help building the new National Museum of Fine Arts in Abu Dhabi: €160M



Brand Alliances: Marina Sands Bay Art Science Museum (Singapore)



The ArtScience Museum

- ▶ This hand-like structure has three levels of galleries, a level for the lobby and a cafe overlooking the city.
- ▶ It houses a conference centre at its lowest level.
- ▶ Touted as the first repository where science meets the arts, the ArtScience Museum will have permanent, local and travelling exhibits.
- ▶ The museum also has outreach programmes. It will draw on a network that includes The Solomon R. Guggenheim Museum, the Field Museum

of Natural History and The Gallery of Research-Austrian Academy of Sciences.

- ▶ Its initial programming will be drawn up by a six-member board of architects and designers.
- ▶ The building's out-stretched palm roof collects rainwater, which feeds a waterfall cascading through the museum into a pool below.
- ▶ At night, the roof is transformed into an amphitheatre with skylights and tiered seating (left).

The three towers

- ▶ The towers house the resort's 2,500 hotel rooms, likely to target travellers on different budgets.
- ▶ To prevent the towers presenting an impenetrable wall when seen from the sea, the hotel is split into three towers with the space in-between serving as "windows".

Links to the downtown botanic gardens, Gardens by the Bay

Entry to the resort from the city.

There will be four main entry points:

- A** From the city
- B** The upcoming helix bridge
- C** The MRT station
- D** The Gardens by the Bay

Dome 1

- ▶ This houses the theatre where Sands' partner, Broadway producer Clear Channel Entertainment, may put up its acts.
- ▶ Sands has promised three entertainment venues.

Dome 2

- ▶ This houses the casino and restaurants. The casino has a sweeping roof, no columns at all, and is flanked by galleries.
- ▶ Locals who do not want to shell out the \$100 entry fee can still peer into the casino when dining at its surrounding restaurants.

Dome 3

- ▶ This hosts five levels of wired-up convention and exhibition space.
- ▶ There are two levels of exhibition halls and two floors of meeting rooms. One floor is devoted to meeting rooms, and a column-free ballroom with a city-view.

Floating crystal pavilions

- ▶ There are four glass pavilions that house two clubs, a cafe and a station for the river taxi.
- ▶ They look like they are floating on the water, but are linked to the main building by underground links.

The promenade and the events plaza

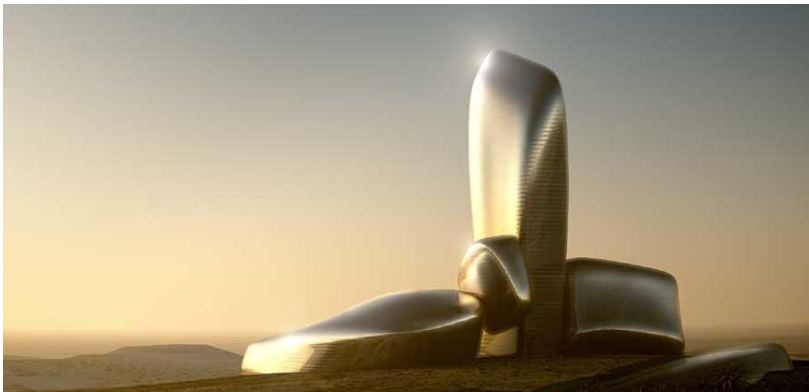
- ▶ The promenade facing the bay has both outdoor and air-conditioned areas.
- ▶ Its events plaza will have a hydraulic platform that can morph from a flat stage to an amphitheatre with tiered steps.

The sky garden

- ▶ This park 50 storeys up has an observatory, where members of the public can get a panoramic view of the city.
- ▶ The remaining facilities for hotel guests include restaurants, swimming pools, a jogging track and a spa.

The Straits Times
April 7, 2006

National Impact: King Abdulaziz Center for World Culture



Copyright: King Abdulaziz Center for World Culture