



# Measures To Improve The Capacity Of Public Cultural Services: Case Study Of The Sichuan Regional Museum, China

Chen Qian<sup>1\*</sup>, Pro. Dr. Anong Rungsuk<sup>2</sup>

<sup>1</sup>Ph.D, Candidate, management, School of Management, Shinawatra University, 22967845@qq.com

<sup>2</sup>Pro. School of Management, Shinawatra University, anong.r@siu.ac.th

**Citation:** Chen Qian (2024) Measures To Improve The Capacity Of Public Cultural Services: Case Study Of The Sichuan Regional Museum, China *Educational Administration: Theory And Practice*, 30(2), 729-737

Doi: 10.53555/kuey.v30i2.1898

## ARTICLE INFO

## ABSTRACT

With the rise of the experience economy, China's museum industry has entered a period of rapid development, but it also brings new challenges. Sichuan province has a profound historical and cultural deposits, and the number of museums is increasing, especially Chengdu is the most prominent, becoming the city with the largest number of museums per capita in China. From the perspective of the transformation of public cultural service concept and audience experience, this study draws on the development history of museums at home and abroad, emphasizing the importance of changing the service concept, improving tourist experience, strengthening integrated marketing, updating team building, improving aesthetic ability and public cultural service ability, so as to realize the social value of museums. Based on the survey data of Sichuan Museum, Chengdu Museum and Sanxingdui Museum, this study puts forward a series of management suggestions and countermeasures, aiming to enhance the attractiveness of museums, promote the development of public cultural services, and provide reference for the government to improve the support policies of museums.

**Keywords:** visitor experience, Public cultural services, virtual reality,

## Introduce

In the past decade, China's rapid economic development and the improvement of living standards have promoted the transformation of consumption patterns and given birth to the "museum fever". As a city's cultural institution, the museum has become a favorite place for cultural consumption. However, increased visitors and rising expectations make museums challenged to meet demand. The academic and practice circles began to focus on the value of visitors' museum visits, but they still lack full exploration. Based on empirical economic theory and value creation theory, this study explores the factors and mechanisms affecting the value of museum experience, examines the influence of tourist motivation and tourist participation and interaction, aims to provide theoretical insights for the study of museum tourist experience value, and provide reference for museum management decisions.

## Research objectives

The Sichuan Provincial Museum is the largest comprehensive museum located in Chengdu, southwest Sichuan Province, southwest China. It is closely related to our life, but improving people's living standard to meet their learning needs and improve their cultural literacy; the public cultural service of such collective museums should be further improved, and its development is also related to cultural development and social development. The improvement of public cultural services in the museum also means that the development of public cultural literacy has entered a new stage.

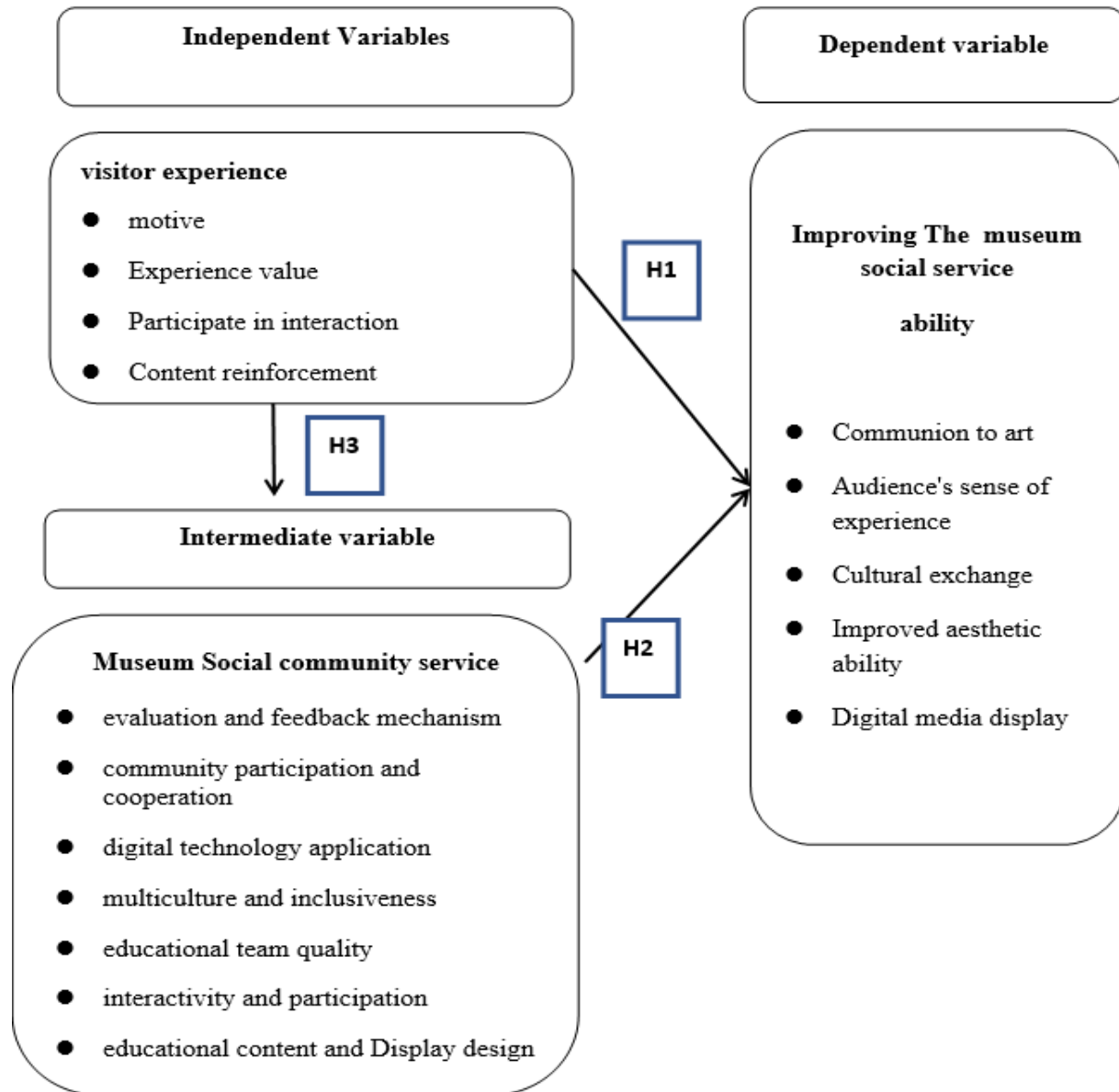
The research questions are presented as follows:

1. The service mechanism, service content and service mode of the museum are discussed.

2. Explore the factors influencing the future development of tourism experience on museum social and community services.
3. Demand to find measures to be taken to improve shortages and experience.
4. Explore the measures that museums need to take to enhance the attractiveness of exhibition facilities to visitors and to acquire more potential youth consumer groups.

### conceptual framework

The conceptual framework of this study was established after the literature review:



**Figure 1 : conceptual framework of the study**

The above studies have proposed the following research hypotheses:

1. H1: The experience of visitors has an important impact on improving the social service ability of the museum.
2. H2: Museum social community service has an important impact on improving the social service capacity of museums
3. H3: Museum social community service is the intermediary factor that affects the tourist experience and improves the social service ability of museums.

The coordinated development of internal and external factors will improve the effect of public art education in the museum. On the contrary, if the pace of development is not synchronized, it will limit the development effect of public art education throughout the museum.

## **literature review**

Part I- -Theoretical basis: The core of museum learning motivation is "art education", which influences aesthetic judgment. Based on the theory of "experience economy", this study emphasizes the importance of individual differences in public cultural services, involving interdisciplinary fields such as marketing and tourism, focusing on emerging fields such as creative management, and discussing the value of museum experience and its influencing factors from the perspective of motivation.

Part two- -Exhibition performance and tourist satisfaction: Study how to improve exhibition performance and tourist satisfaction, using changes of teaching motivation and update of digital cultural service technology, combining new technologies to help exhibition activities, such as interactive exhibition and "value co-creation" theory. At the same time, referring to the research in the field of marketing and tourism, the value factors of customer experience are analyzed to meet the needs of visitors and improve the quality of experience.

Part three- -New management talents and the efficiency of public cultural service: study how to cultivate new management talents to improve the efficiency of public cultural service. Participation and interaction research in the field of marketing and tourism shows that customer motivation is the premise of participation, and tourism motivation affects participation and interaction. Therefore, it is necessary to pay attention to the training of new management talents with creative management ability to improve the efficiency and quality of public cultural services.

## **Research background**

Museums are undergoing a transition from a static collection warehouse to a dynamic social space, with profound changes in their functions and roles. Europe and America and other developed countries have earlier and improved research on public cultural services, which is worth learning from. Public art popularization education is an important part of public cultural services. Museum services include exhibitions, courses, workshops, bookstores, restaurants, etc., to convey information, attitudes and values. Modern museums not only create historical memories, but also meet the needs of tourists' leisure, cultural, educational and social interaction. Museums should provide interactive and immersive exhibitions, consider the audience needs and differentiated market positioning, and improve the tourist experience. The Metropolitan Museum of America is relatively mature in providing public cultural services, and other museums can learn from its experience. During the epidemic period, foreign museums have expanded their educational functions through digital services and improved the practice of public cultural services. This study aims to optimize museum services, draw on foreign advantages and supplement deficiencies.

### **Related domestic research**

Shanghai, China's first-tier cities and Beijing have different styles of public art education. Beijing hosts formal public art education activities such as "Elegant Art on Campus" and "Weekend Concert" through the National Center for the Performing Arts. Shanghai, on the other hand, has launched more interactive art public education programs, such as "old things boxes", emphasizing the emotional connection between people and art and market-sensitive changes. Such activities not only have artistic charm, but also help people understand the world and life, cultivate aesthetic consciousness, and promote the development of cultural industry. Scholars Qiu Yu appreciated the outstanding performance and experience of the Shanghai Museum, emphasizing that it provides high-quality cultural services for people of different ages and knowledge backgrounds. Shanghai Museum adopts diversified cultural education methods, cooperates with food enterprises to build comprehensive public cultural facilities and enhance the ability of public cultural services, which brings positive enlightenment to museums in Sichuan region. Data from the Sichuan Provincial Department of Culture and Tourism showed that the cultural tourism market recovered in the 2023 Spring Festival, and the number of tourists received by museums in the province increased by 29.54% year on year. Tourism reception has become an important part of the public cultural services of Sichuan Museum. To ensure the tourist experience, the museum makes online bookings and adjusts the traffic according to its different needs. During the Spring Festival, the museum needs to deal with the pressure of tourists, provide guidance and explanation services, strengthen the security guarantee, respond quickly and take effective measures to improve the level of public cultural services.

### **Foreign research overview**

This paper uses a comparative method to deeply study the characteristics of the public cultural service facilities, tour guides and public activities of the Siam Museum and the Three Elephant Museum in Thailand. The comparative method compares the similarities and differences of relevant things to master their qualitative provisions. Hall 5 of Siam Museum pays attention to multimedia display, which has the advantage of Sino-British tour guides. Despite only two floors, 12-15 exhibition halls are suitable for double visits. Immersive exhibitions have been popular in recent years, but overmarketing can reduce art to accessories. Moreover, the application of Internet technology in museums has become crucial. The architectural shape and color of the Sanxiang Museum are unique, which conform to the contemporary aesthetic appreciation. Its multicultural

integration is well done and jointly managed with the ancient city of Siam to promote promotion and tourist route planning. The comparative analysis shows that the two museums have their own characteristics in public cultural services, tour guides, public activities and Internet technology application. The Siam Museum emphasizes multilingual tour and digital technology display, immersive experience, but overmarketing. The Sanxiang Museum attracts visitors with its unique architecture and exhibition content, focuses on joint management, and may promote interactions through websites or social media.

## **theoretical principle**

### **1. Maslow's hierarchy of needs theory**

Maslow, an American psychologist, proposed human motivation in 1943, covering five stages, from basic physiological needs such as food and water to higher levels of needs. This paper combines the museum motivation with Maslow's theory to analyze the relationship between the main intrinsic motivation and the visiting experience.

### **2. SWOT analyse**

SWOT analysis is a strategic planning technique used to assess both internal and external company factors, including strengths, weaknesses, opportunities, and threats. This analytical framework helps to identify the strengths and weaknesses of companies as well as market opportunities and threats. The market position of a company or brand can be determined by reviewing the intrinsic and extrinsic factors in the SWOT analysis. This study will use the SWOT analysis to evaluate the public cultural service capacity of the Sichuan Provincial Regional Museum, and propose strategic planning measures to deal with the future development trends.

### **3. Rooted theory**

In 1967, Strauss and Barnik published *The Discovery of Society: Roots and Strategies*, which proposed Strauss's basic theory. It is a bottom-up approach to research that builds theory from real data and emphasizes the systematic analysis of data rather than relying on existing frameworks. This approach is mainly used in qualitative research to gain a deeper understanding of social phenomena. In addition, Strauss also proposed a cultural anthropology theory — root theory, mainly applied to the analysis of texts and symbols, and had a deep understanding of various meanings and symbols in social culture. This theory emphasizes the importance of practical data and produces new theories through a systematic analysis of the data.

## **research technique**

This chapter makes an in-depth analysis of the demographic characteristics, behavior patterns, preferences and satisfaction of museum visitors in Chengdu through quantitative analysis methods. The results showed a high percentage of female tourists, with unmarried and ages 26-40 in the mainstream. The proportion of local tourists and foreign tourists is similar, with most tourists visiting more frequently and more willing to share. Employees of private enterprises and state-owned units are the main tourist groups, but most tourists have a low average monthly income. Sanxingdui Museum is the most popular museum. The main motivation of tourists is to accept the influence of history and culture, have a deep understanding of Sanxingdui culture, and broaden people's horizons. The research conducted in this section through SWOT analysis is essential to understand and improve the visitor experience of museums in Chengdu area, and provides a solid foundation for subsequent research. Based on the quantitative research, an online questionnaire survey was conducted on 167 college students who visited large museums or public service institutions in Sichuan Province. Using the method of objective sampling and stratified sampling, the three target museums (Sichuan Museum, Chengdu Museum and Sanxingdui Museum are representative research objects) were investigated, mainly providing the public with cultural products, public facilities, public cultural and educational activities and other related services. And used descriptive analysis and inference analysis to test the data quality and hypotheses. This study shows that the experience value of visitors is significantly influenced by factors such as visiting motivation, participation in interaction, exhibition presentation and so on, which have complex relationships. Descriptive statistical methods were used to describe the demographic variables and measurement items, including frequency, percentage, mean, standard deviation, and correlation coefficients. This study conducted an empirical study based on the four steps: 1. variable measurements and the initial questionnaire design. 2. Pilot test (pretest). The validity of the questionnaire was tested. The questionnaire was then sent to 340 museum visitors and college students to test the reliability and structural validity of the questionnaire, and delete "junk" to complete the formal questionnaire. 3. A formal questionnaire survey. Invalid questionnaires were deleted and 167 valid data were obtained. 4. the data from 167 samples were analyzed to verify the study hypothesis.

**1. Study population:** Due to the number of museum visitors in Sichuan province from 2021 to the end of 2023. So the research object is focused on tourists and students of Sichuan Provincial Museum. In 2022, the museum industry in Sichuan showed a strong development trend. There are a total of 413 museums in the province, attracting more than 34.8 million tourists and earning a cultural and creative income of more than 94 million yuan. In this study, in-depth interviews were used to collect data, and visitors from Chengdu

Museum, Sanxingdui Museum and Chengdu Museum were selected as interviewees to obtain the interview materials of visitors from different museums. These museums are representative, well-known and popular. The research team conducted the survey from December 2019 to January 2020, and had in-depth communication with the museum curator and the head of the art department to obtain the interview materials. Sichuan Museum visitors can be used as a reasonable representative sample of the demand for public cultural services in the Chinese museum system. This study surveyed visitors from the Chengdu Regional Museum, Sichuan Province.

**2. Sampling range:** The researchers visited three museums several times between 2021 and 2023, and communicated with and interviewed the staff and visitors. Outdoor activities were limited due to the COVID-19 outbreak, followed by online questionnaire sampling. From January to April 2023, researchers visited the Sichuan Museum many times and communicated with volunteers about the latest information. In July, the researchers went to the Chengdu Museum for their research. In October, the new Sanxingdui Museum was opened to the public, with some staff members and tourists participating in the study. The study used an online survey platform to distribute questionnaires, mainly for tourists of Sichuan Provincial Museum (mainly college students), and equipped with an incentive system. Although the number of valid questionnaires did not reach the predetermined sample size, the researchers still used the validated questionnaires for in-depth analysis.

**3. Study design:** This part deeply discusses the internal mechanism of the value of museum experience from the perspective of human resources, which is still in the exploratory stage. By interviewing many museum visitors, this study preliminarily puts forward the idea of museum experience value and value cocreation based on the motivation of the visitors. The research process included literature review, collection of visitor interview data, manual coding screening and analysis of data, and final preliminary conclusions and propositions. In research methodology, we mainly adopt qualitative research and rely on Strauss's program root theory for initial coding and analysis. In addition, we designed a qualitative interview questionnaire designed to interview museum visitors, lecture teachers, and related administrators in a semi-structured way to gain insight into their perceptions, motivations, and feelings about the museum. Throughout the study, we followed anonymity and obtained permission and consent from visitors. This study used multiple analytical methods, including content analysis, thematic analysis, and narrative analysis, to thoroughly explore the intrinsic mechanisms underlying the value of museum experiences.

### Finding

From September to December 2023, we conducted a small sample test for college students, using paper questionnaire and wechat code scanning. A total of 307 questionnaires were collected and 167 were valid, with a recovery rate of 81.64%, which met the requirements of small sample testing. We selected respondents who were willing to be interviewed to visit the museum and fill in the questionnaire, and presented cultural and creative souvenirs. The interview process was recorded with permission from the partner to ensure material integrity. The interview data was collected as follows; from January to April 2023, Sichuan Provincial Museum collected the data of 5 visitors, with a total of 12,000 words. In July of the same year, the Chengdu Museum collected the information of four visitors, for a total of 13,000 words. In October, the Sanxingdui Museum collected information from five visitors, totaling 15,000 words.

Through the collection and preliminary collation, we obtained first-hand information on the empirical value of some museum visitors. In the following data analysis and coding phase, data from Sichuan Museum, Chengdu Museum and Sanxingdui Museum will be coded. Chengdu Museum data is CDM, Sichuan Museum data is SCM, and Sanxingdui data is SXD. Strauss's program root theory was used to further organize the raw data. The initial coding and spindle coding of all data are shown in Tables 3 and 4.

Table 3 Visitors' motivation and interview materials

fundamental category	Deputy category	Initial category	Excerpts of the initial concepts and original terms
Exploration and educational motivation	Exploration and educational motivation	Exploration and educational motivation	<p>1. Artistic Enlightenment: The Huajin Guancheng Exhibition in Chengdu Museum is full of artistic beauty (CDM).Sichuan Museum is a place I often go to, and the lectures and exhibitions here are very good (SCM).</p> <p>2. Review the history: bring your children here to learn about the traditional Chinese culture and folk customs.I was very interested in the cultural history of the Central Plains in the Xia, Shang and Zhou dynasties, so I planned to have a systematic understanding of that history (SXD).</p> <p>3. Increase knowledge: Shadow play is what our parents played when they were young, and now children rarely see it.The shadow</p>



<p>Visitor motivation</p>	<p>Visitor motivation</p>	<p>Family and friends</p>	<p>play exhibition here is unique, hoping to help children know more about the development history of shadow play (CDM) in the region.                      4. Explore knowledge: The bronze sculptures and masks in Sanxingdui are unique in cultural and cultural units nationwide, and there are different decorations to distinguish class status, which is very interesting and can help me open my imagination.I have seen them twice (SXD).                      5. Broaden my horizon: Through attending academic lectures, I learned a lot about Wu Meichun, a poet in Sichuan, and learned about the ups and downs of his life (CDM).                      Family activities: My mother and I often come out together to attend lectures, which can deepen our mother-daughter relationship (SXD).My daughter and I often come to the handmade class here, which is very interesting (CDM).                      Friends: I like the mysterious ancient Shu country Sanxingdui culture very much, and I hope to meet my like-minded friends (SCM) here.We are a school classmate who still live in a dormitory.It is very interesting to visit the museum exhibition together to deepen our friendship (CDM).</p>
	<p>Relax and escape motivation</p>	<p>Relax and escape from entertainment</p>	<p>Quiet leisure: every time I pass by Tianfu Square, I think to sit quietly in the museum, I can not go home and feel the fatigue of the day (CDM).                      Entertainment moment: Sanxingdui is far away from the city, every time you can feel very comfortable, and you can also go to the museum to collect seals and children's area to play (SXD).                      Immersed in myself: I like to think quietly about historical relics in the museum and feel these ancient Shu civilizations sometimes feel that history is like a mirror to help me reflect on myself so as to make important decisions.(SCM)</p>

The survey records show information about respondents from different backgrounds: For example, Wang Min (female, 28, professional, On May 10,2023, Sanxingdui Museum), Zhang Tao (male, At age 35 years old, teacher, On June 5,2023, Sichuan Museum), Li Ming (male, 45, The Business Manager, On July 15,2023, Sanxingdui Museum), Liu Wei (female, At age 32 years old, doctor, On April 20,2023, Sanxingdui Museum), Chen Hua (male, Age of 50, retiree, On August 1,2023, Chengdu Museum), Yang Xiaoyang (female, At age 24 years old, student, On June 20th, 2023, Sanxingdui Museum) and so on. After open and spindle coding of visitor interview materials, three visitor motivation and four experience values were preliminarily summarized. Two behaviors during the visit, two behavioral intentions after the visit, and two knowledge backgrounds of the visitor. The next step is to continue to organize and refine the original interview materials. The influence and mechanism of experience value are discussed from the perspective of visitors, mainly involving the motivation and influence on the experience value. The following is the effect of the visitors' motivation on the value of their experience.

Table 4 Interview material coding on the influence of visitor motivation on the value of their experience

Typical words of visitors	keyword	logical relation
<p>My son especially likes paper-cutting.There is a shadow play exhibition hall, where he can learn a lot about this field.(CDM) Here you can see the works of the painter Zhang Daqian, and I like to study his paintings best.(SCM) Chengdu Museum not only has beautiful exhibitions, but also a lot of entertainment projects, everyone has gained very rich. (CDM)</p>	<p>Exploration and educational motivation to experience the value</p>	<p>Exploration and educational excitement may affect the aesthetic experience value, educational experience value, entertainment experience value and escapist experience value.</p>
<p>On weekends or holidays, my family will go to the Sichuan Museum, so that children can feel the traditional culture, learn some knowledge.Adults can also relax here.(SCM) When foreign friends came to Sichuan, we Chengdu people would take him to the Sanxingdui Museum to have a look, where we are proud of the ancient Shu civilization. (SXD)</p>	<p>Social interaction motivation to experience the value</p>	<p>Social interaction motivation to experience the value</p>
<p>I like to come to the museum here in the evening.At this time, there are fewer people.I can slowly watch my favorite works.(CDM) The Sanxingdui study tour project is very interesting, which will make people think more here, as if they have gone to another world. (SXD)</p>	<p>Relax and escape from the motivation to experience the value</p>	<p>Relaxation and escape motivation may affect the aesthetic experience value, the entertainment experience value, and escape from the reality experience value.</p>

Participation and interaction are an important consumption behavior in tourism and marketing. Visitors like to immerse themselves in their favorite exhibitions, relax and forget everything around them, reflecting the exploration and educational motivation. Social motivation and relaxation with escape opportunities also influence participation and interaction behavior. The core competencies of museum public education include evaluation and feedback, community participation, application of digital technology, diversity and inclusiveness, quality of educational teams, interaction and participation, and educational content and presentation design. We adapted the modified and refined measurement scales and developed a standard questionnaire. A formal questionnaire was formed through small-scale testing, data processing, and improvement. For data collection, we used snowball sampling to recommend expanded sample size and increase diversity and representativeness. First, we sought qualified graduates from social networks to fill out the questionnaire, then asked them to recommend other museums that might be interested, and forwarded the questionnaire links or QR codes.

The number of museum visitors has increased, with research focused on three museums in Chengdu, Sichuan province. In-depth interviews with qualitative studies were used, and data were recorded using electronic and mobile recorders. Field studies distributed and collected paper-based and code-scanning questionnaires. The formal survey was conducted from May 2023 to January 2024. After filling in the electronic questionnaire, a paper questionnaire could be drawn and small gifts could be obtained. A total of 320 questionnaires were distributed to the final three destinations, 307 questionnaires were collected, and 240 questionnaires were valid questionnaires, with a recovery rate of 75%, which met the research requirements. The tourist experience value is divided into four categories: aesthetic, education, entertainment and escape, which are consistent with the classic experience model. Visiting behaviors were divided into participation and interaction, consistent with previous studies. Post-visit behavioral intentions included content generation and reinforcement, consistent with literature studies. Good experience enables visitors to actively participate in and look forward to future visits, and the value of experience affects future behavior intentions. The museum experience increases the willingness of visitors to participate in future activities.

### **Reliability and Validity**

In this study, reference to Nunali and Bernstein (1994) recommended setting 0.70 as the minimum acceptance level for Krenbach alpha. In the pilot project of Sichuan Museum, the main participants were students, and a total of 167 participants completed the questionnaire. The Krenbach alpha coefficient calculation of the questionnaire showed a mean of 0.780 and a standard deviation of 10.272. This demonstrated that the questionnaire assessed the four study variables and that the items were not corrected or deleted. Therefore, this questionnaire was considered as a reliable and valid method of data collection. The questionnaire validity analysis showed that the items had high and uniform unifactor load, indicating that the items were effective in measuring latent variables. Most of the factor load was above 0.75, except that the common was above 0.9, the factor interpretation rate was as high as 80.71%, KMO value and Bart ball value indicated that the questionnaire was suitable for factor analysis. In conclusion, the questionnaire validity is good, a single factor can explain the questionnaire, and each item has a high correlation with factors. It is recommended to revise or redesign an item to improve effectiveness and consider increasing the sample size to improve stability. After the coding analysis of the interview data of 14 visitors, the relationship of the value of visiting experience, behavioral intention, knowledge background and related factors were summarized. No influence of new components was found, indicating that the variable relationship was saturated.

Quantitative results: 70% of the respondents were female, more than 60% were married, and most of them were under 25 years old. Private enterprises had more respondents, but most of them were paid less than 5,000 yuan. Education to bachelor, master's as a supplement. The Sanxingdui Museum is the most popular museum, accounting for nearly half, followed by the Chengdu Museum. Other museums have relatively small visitors. In general, young women are more interested in private enterprises, but their preference for museums is concentrated in Sanxingdui and Chengdu Museum.

Qualitative results: Exploration and educational motivation are the main motivation for tourists to visit the museum, which can bring rich educational and entertainment experience. The museum has become a comprehensive cultural institution integrating visiting, learning, leisure and entertainment. Visitors are generally willing to share and discuss museum information, but the overall score is not very high, indicating that there is still room for progress in museums' public cultural services. The satisfaction survey data show that the satisfaction degree of the visitors is related to the motivation to visit. Most people choose to visit museums in Sichuan to accept historical and cultural influence and learn new knowledge, among which Sanxingdui culture is a great attraction. Traveling with family and friends is also an important reason to visit the museum. These analyses show that museums in Sichuan play an important role in spreading history and culture, and that visiting museums has become a way for people to spend time with family and friends. The main motivations of the visitors include exploration and education motivation, social interaction motivation, relaxation and escape motivation. During the visit, the participation and interaction have the most obvious impact on the experience. By visiting the museum, visitors can obtain aesthetic experience value, educational experience value, entertainment experience value and escapist experience value. After the visit, the effect can be enhanced through the content generation.

## Conclusion

After summarizing the origin and wide application of SWOT analysis, this section will use SWOT analysis to explore future trends in contemporary social environments and develop strategic deployments accordingly. Based on external and internal environmental factors, the following four development strategies of Sichuan Regional Museum are designed:

1. **Advantages and Challenges SO Strategy:** Sichuan Museum can develop SO strategy with its profound cultural background, superior geographical location and advanced technology. Excavate the cultural treasure house, design the characteristic exhibitions, strengthen the cooperation with the tourism industry, and attract the visitors. Take advantage of the geographical position, deepen the cooperation with the government, and enhance the position of museums in the cultural industry. Introduce new technology and means, improve the effect of digital display, and adapt to the trend of scientific and technological innovation. These strategies will increase the museum's visibility and reputation, attract more visitors, and achieve sustainable development. But note the potential competitive threat with established museums and galleries.

2. **Weakness and Opportunity WO Strategy:** Sichuan Museum faces challenges such as limited cultural communication and internal management. In order to overcome these problems, technological innovations such as big data and artificial intelligence can be used to improve the effect of digital exhibitions and broaden the learning channels. Cooperate with government departments to seek more policy and financial support to enhance the strength of cultural relics protection, research and education. Combined with tourism, cultural packages to attract more tourists. It aims to take advantage of external opportunities to compensate for internal disadvantages and promote sustainable development.

3. **Advantages and Threats ST Strategy:** Sichuan Museum should make use of its profound cultural heritage, superior geographical location and high-tech means. With the support of Chengdu's economic growth and cultural industry development, innovative exhibitions and digital projects will be launched. Take advantage of government project opportunities to strengthen internal management and customer experience to adapt to market competition. We will further explore local cultural characteristics, hold unique exhibitions, and strengthen education in cultural relics protection. Cooperate with the government to improve relevant laws and regulations to ensure the safety of cultural relics. These strategies will help museums take advantage of external opportunities to offset their internal disadvantages and achieve sustainable development.

4. **Weakness and Threat WT strategy:** Sichuan Museum is faced with disadvantages such as insufficient publicity, low degree of internationalization and imperfect surrounding supporting facilities. At the same time, mature museums and fierce competition pose a threat. To cope with these problems, museums should strengthen publicity and use various media to expand popularity. Strengthen international exchanges, cooperate with international museums, and enhance their international influence. Improve the surrounding facilities to enhance the tourist experience. Explore the local cultural characteristics, maintain a unique exhibition, highlight the charm. Cooperate with the government to improve laws and regulations, crack down on cultural relics crimes, strengthen internal management, and ensure the safety of cultural relics. These strategies will help museums cope with internal and external disadvantages and threats and achieve sustainable development.

## Discuss

1. Management art master Peter Druke believes that it is art to adopt different solutions in management science. Herbert Simon distinguishes between deterministic, risky, and non-deterministic decisions. Mr. Li stressed the need for managers to integrate new things, new thinking and traditions. Museums in the new era need to adjust their operation and management strategies according to contemporary aesthetics. It is found that the interactivity of the exhibition positively affects the experience-perceived functional value of the visitors. Therefore, adding VR glasses guide equipment and interactive games can attract more young people to explore historical and cultural knowledge or leisure and entertainment.

2. The three dependent variables of the exhibition content, the quality of the education team and the strengthening of the content positively affect the experience perception. The better quality the exhibition theme content of the museum, the higher the quality of the education team, the more entertaining the explanation, and the stronger the degree of content reinforcement, experience perception and perceived emotional value of visitors will be. Museums should pay attention to the needs of tourists, understand their motivations, and provide quality services to improve their satisfaction and publicity.

## New knowledge

Motivation is the psychological need or desire that guides human behavior, and it also has an important influence on consumer behavior. This study explored the hypothesis of tourist participation and interaction motivation, and the results showed that social interaction and exploring educational motivation promote participation behavior, and the greater influence of exploring educational motivation. At the same time, tourists' exploratory educational motivation and relaxed escape motivation promote interactive behavior, among which education and exploratory motivation have a greater influence. Visitors motivated to explore, educate, relax and escape are more likely to interact with employees and other visitors or use smart devices. Visitors motivated by social interaction are usually together with friends or family members and do not like



the interactive activities of the museum. Tourists who relax and escape motivation are more willing to interact with employees or other visitors, possibly to escape daily life stress and gain new knowledge.

### Future Research

1. Suggestions for using measures: In order to improve the public cultural service capacity of Sichuan Museum and the communication between management experts, it is suggested that the museum make full use of new media platforms to strengthen interaction with tourists, release trends and activity information, and carry out online interaction activities to improve the satisfaction of tourists. At the same time, pay attention to the psychological needs of tourists, create a comfortable visiting environment, and provide rest and interaction areas. To raise awareness and reputation, unique brand themes and positioning should be established, using digital media and social media publicity, regularly updating exhibitions, and participating in community and school activities.

2. Suggestions for further research: At present, the study of museum visitor experience value is still in the stage of problem description and phenomenon interpretation, and there is a lack of empirical research. It is suggested that young scholars should deeply explore the core elements and results of the museum experience value from the perspective of tourist motivation, empirically analyze its impact on the mechanism, and improve the research from the description and interpretation stage to mechanism exploration and empirical analysis. At the same time, with the rapid development of society and economy, people's spiritual needs are constantly changing, expecting scholars to conduct long-term and in-depth research.

### Reference

1. Bonczek, M.(2018).Miniature Museum, Prague.Wasafiri, 33(3), 48-49.
2. Cao, S.(2020).The application research of multi-sensory and interactive design in children's education in art museums.Art Museum, (04), 29-34.
3. China Convention and Exhibition Industry Association.(2016).China Convention and Exhibition Industry Industry Development Report.
4. Ding, M.(2023).Research on immersive experience of interactive display design in new media art exhibitions.Beauty and Times, (15), 21-24. DOI:10.16129/j.cnki.mysds.2023.10.003
5. Gao, Z.(2023).A brief discussion on the role of digital technology in museum exhibitions.China Nationalities Expo, (15), 253-255.
6. Hou, L., & Wang, H.(2022).Research on museum exhibition display based on VR technology.Science and Technology and Innovation, (24), 22-25. DOI:10.15913/j.cnki.kjycx.2022.24.007
7. Hu, Y.(2021).Research on digital display of museums based on immersive experience [Doctoral dissertation, Zhejiang A&F University].DOI:10.27756/d.cnki.gzjlx.2021.000230
8. John, V.(2022).Collections With Connections: A Case Study About Collections at Micro Museums in Central Mediterranean Islands.Collections: A Journal for Museum and Archives Professionals, 18(4), 545-567.