

**Museum Advisory Committee**  
**3<sup>rd</sup> Meeting held on 23 January 2018**

**Summary of Discussion**

**1. 2017 Museum Surveys**

1.1 Members noted the major findings and recommendations of the 2017 Museum Surveys.

1.2 Members put forward the following suggestions regarding museum services and facilities:-

- (a) To make use of the latest technology in enhancing museum services and making the exhibits more easily accessible to the public;
- (b) To launch major publicity campaign to promote free admission to the permanent exhibitions in designated Leisure and Cultural Services Department (LCSD) museums;
- (c) To incorporate “design thinking” for enhancing museum services;
- (d) To use more scientific means coupled with the collection of big data in assessing visitors’ engagement and satisfaction level; and
- (e) To digitalise promotional materials so as to provide an easy and effective way for switching between different languages.

1.3 Members gave the following advices on audience building and community engagement:-

- (a) To establish loyalty programmes so as to lure museum patrons into bringing in their families and friends;
- (b) To collaborate with travel industry in order to keep stakeholders and local tour guides abreast of the latest information of LCSD museums, thereby motivating more visitors to visit museums through introduction of the hotel concierges and local tour guides;
- (c) To promote LCSD museums with the use of appropriate social media platforms and web search engines, and the mobile app WeChat could serve as a platform to reach out to Mainland visitors; and

- (d) To identify a right balance between achieving high attendance rate and offering pleasant visiting experience.

1.4 Members also made the following suggestions regarding other aspects:-

- (a) To devise detailed plans to augment the quality of exhibitions in the Hong Kong Space Museum (HKSpM) and the visiting experience in the Hong Kong Museum of Art (HKMA) before their re-opening;
- (b) To benchmark LCSD museums against similar counterparts in overseas metropolises for a better understanding of the performance of public museums with the current branding and positioning;
- (c) To provide more staffing resources for LCSD museums to implement the recommendations put forward by the 2017 Museum Surveys; and
- (d) To streamline and minimise internal administrative work so that LCSD curators could focus on conducting more researches.

1.5 Members advised that the next round of museum survey could consider:-

- (a) Identifying major problems faced by LCSD museums and setting distinct objectives;
- (b) According priority to open-ended questions over close-ended questions;
- (c) Looking further into LCSD museums' emotional connection with the targeted audience;
- (d) Putting more focus on "quality visitors" and obtaining their views;
- (e) Extending the coverage to special groups in the cultural and creative industry as well as the comics and animation industry; and
- (f) Examining the kind of reputation which LCSD museums aimed to establish.

1.6 LCSD responded to members' suggestions regarding museums services, facilities, audience building and community engagement as follows:-

- (a) LCSD museums could consider adopting a holistic approach in strategic planning in respect of resources allocation and improvement of museum services;

- (b) The cross-museum guiding mobile app “iM Guide (智博行)” could be extended to all LCSD museums in the future and “design thinking” could also be incorporated into the development of the mobile app in order to improve user experience;
- (c) LCSD could consider employing one-on-one tactic in conducting future museum surveys so as to collect in-depth feedback from visitors;
- (d) The Marketing and Business Development Section had already started looking into improvement of navigation and way finding in LCSD museums; and
- (e) LCSD could consider providing a platform or channel for the younger generations to share their first-hand experience of visiting LCSD museums.

1.7 LCSD also informed the meeting that:-

- (a) Benchmarking its museums against overseas museums of similar scale could be considered, with a view to gaining a deeper understanding of the performance of LCSD museums with the current branding and positioning;
- (b) LCSD would endeavour to streamline the work procedures and alleviate the administrative workload of the museum staff; and
- (c) The follow-up actions taken and the relevant progress and results would be reported back to the Museum Advisory Committee (MAC) by virtues of individual museums’ Annual Programme Plans.

## **2. Re-branding and Re-positioning of Hong Kong Museum of Art**

2.1 Members noted and in general agreed to the HKMA’s overall re-branding and re-positioning proposal, the long-term programming strategies and gallery use, as well as the opening plans in 2019.

2.2 Members made the following comments and suggestions on the proposal:-

- (a) The coinage “HK-bal” was suggested to replace “lo-bal (combination of local and global) museum” in promoting the museum to the public in order to reveal the true meaning behind HKMA’s transformation;
- (b) After the re-opening, HKMA should position itself as a premier art museum locally, accentuate its unique collections and Hong Kong’s special

characteristics, as well as emphasis its collaboration between the East and the West while incorporating a Hong Kong twist;

- (c) HKMA should conduct more research with an aim of augmenting its curatorship and enriching its collections, and the curators should continue to strengthen the rapport with local collectors and solicit further donation of artworks; and
- (d) The “Museum of Art on Wheels” outreach learning programme should continue after the re-opening of the HKMA.

2.3 Members were informed that SWOT (strengths, weaknesses, opportunities and threats) analysis was applied in identifying the best niche for the HKMA and potent strategies for sustainable development after the re-opening in 2019.

### **3. Report of the Standing Sub-committees**

3.1 Members noted the major issues discussed in the meetings of the three sub-committees under the MAC, namely Art Sub-committee, History Sub-committee and Science Sub-committee, held during the period from June 2017 to November 2017.

Secretariat  
Museum Advisory Committee  
August 2018