

Research on the Construction Path of Xi'an Museum City from the Perspective of Social Services

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ABSTRACT

Museums and urban development interact with each other. The construction of a museum city has been the planning and support of governments at all levels for the development of museums since the beginning of present century, which has also created conditions for museums to achieve their social functions. The museums in Xi'an not only serve as windows to showcase Chinese civilization and the construction of ancient cities in the Orient, but also undertake the responsibility of building a "landmark for the shared spiritual home of the Chinese nation". Only by strengthening the audience-centered concept of museum management, improving the number and professional quality of museum staff, conducting various exhibitions and research project collaborations, and fully utilizing new technological means to enhance the social influence of museums, can the overall service level of museums be effectively improved, thereby promoting the sustainable development of Xi'an City.

Keywords: Museum city, Social services, Being audience-centered, Collaboration, Digital technology.

1. INTRODUCTION

As the landmark building and cultural carrier of the city, the museum is one of the main symbols of urban culture and urban civilization [1], and its value and functions are increasingly concerned and appreciated by the government and all sectors of society. Since entering the new century, visiting museums has become one of the important ways for people to pursue spiritual and cultural enjoyment. As public cultural institutions in society, whether museums can provide appropriate, suitable, and satisfactory service facilities and high-quality services for audiences is a topic of common concern for governments at all levels and the museum industry. At the beginning of current century, Guangdong Province was the first to propose the construction of a "museum city", and other cities in China have also started the construction of a "museum city" one after another. In May 2021, the National Cultural Heritage Administration clearly proposed that "China should basically build itself into a world museum power by 2035" and should support qualified regions to build "museum cities" and "museum towns". The construction of the "museum city" has become an important part of urban development.

2. THE SIGNIFICANCE AND REQUIREMENTS OF "MUSEUM CITY CONSTRUCTION" FOR THE DEVELOPMENT OF XI'AN MUSEUMS

From the concept of "museum city" proposed in 2009 to the overall goal of "centering on 'building a humanistic, dynamic, and harmonious Xi'an' and building an international first-class tourist destination city" proposed in 2010, Xi'an embarked on a journey of building a museum city. As of June 2022, there are 137 registered museums in Xi'an (including 5 provincial museums and 132 municipal museums).¹ This is not only a phased achievement in the construction of a museum city, but also a practical foundation for further development. The construction of a museum city is not only an increase in the number of museums, but also a practical measure to promote mutual promotion between museum construction and urban development. Museums need to continuously improve their service quality.

1. The data statistics used in this article mainly come from the official website of the Shaanxi Provincial Administration of Cultural Heritage.

2.1 The Significance of Building a Museum City for the Development of Xi'an's Museum Industry

Xi'an has rich historical and cultural resources. Cultural relics are an important carrier of historical and cultural resources and the collection of cultural relics in Xi'an museums is at the forefront in the country. Building a museum city is of special significance for Xi'an to make use of historical and cultural resources flexibly.

2.1.1 Effectively Integrating Xi'an's Rich Historical and Cultural Resources

As a millennial ancient capital, Xi'an has a large number of cultural relics and historical sites with high value, ranking among the top in the country. From the appearance of the first museum, Xi'an Beilin Museum, to the establishment of Shaanxi Archaeological Museum, Xi'an not only has a large number of museums, but also includes many categories, such as history and culture, nature, science and technology, red memory and resources, ruins, arts and so on, providing people with direct materials and opportunities to understand the historical development of China, especially the social and economic history of Shaanxi. Building a museum is an arrangement of historical and cultural resources and a supplement and improvement to the development of existing museum types.

2.1.2 Promoting the Improvement of Service Quality in the Museum Industry

The value and significance of the existence of modern museums is not only to collect history and protect cultural relics, but also to educate the audience through museum collection and research, to achieve cultural inheritance, so that the audience can understand and identify with Chinese historic culture and innovate on the basis of critical inheritance. Museums of different sizes and levels, considering their own development, will investigate audience needs, understand audience satisfaction, design exhibition plans based on audience needs, innovate exhibition methods, increase service facilities, develop rich educational activities, develop distinctive cultural and creative products, and increase the attractiveness of museums to audiences, so as to promote the overall improvement of service quality in the museum industry.

2.1.3 Promoting the Realization of Museum Social Functions

The unique urban culture can promote economic development and promote the prosperity of the city. Especially, the development of experience economy provides opportunities and conditions for museums to serve the economy. Xi'an City has issued the "Implementation Opinions on Strengthening Cultural Construction to Promote the Integrated Development of Cultural Tourism" and the "Three-year Action Plan for Strengthening Cultural Construction to Promote the Integrated Development of Cultural Tourism Industry in Xi'an City (2020-2022)", proposing to achieve the strength, breadth, and depth of cultural and tourism integration development, making Xi'an a cultural highland on the Silk Road, an international cultural tourism center, and a world-class tourism destination city that inherits Chinese culture, and promoting the economic development of Xi'an through the implementation of museum functions.

2.2 The Construction of a Museum City Puts Forward New Requirements for the Development of Xi'an Museums

It is precisely due to the special significance of building a museum city that existing museums need to adapt to the situation, actively take action, and play their due role in this process.

2.2.1 Museums Assist in the Construction of a "Museum City"

The construction of a museum city is a reflection of the cultural benefit policies of the Xi'an Municipal Party Committee and Xi'an Municipal Government, as well as the overall planning and overall design for the macro development of Xi'an's museum industry. This planning and design is related to the long-term development of all museums and requires active participation and joint improvement of service quality by all museums, so that Xi'an, a natural museum, can become a true "museum city".

2.2.2 Museums Should Become Windows to Showcase Chinese Civilization and the Construction of Ancient Cities in the Orient

Xi'an has served as the capital and political, economic, and cultural center of China for over a thousand years, carrying the spiritual memory of

the Chinese nation. Xi'an is also a model of ancient Oriental urban construction, which has not only affected Chinese urban construction, but also spread its architectural concept and technology to Southeast Asia and East Asia. Some scholars have pointed out that the shape and structure of Heian-kyō and Heijyokyo, the ancient capitals of Japan, were built on the basis of imitating Chang'an City in the Sui and Tang dynasties. Museums are carriers of history and culture. For Xi'an museums, they carry the Chinese civilization and present the historical development of ancient cities in the Orient. The museums in Xi'an naturally have the responsibility of showcasing Chinese civilization, namely, they should become platforms for showcasing Chinese civilization and windows for showcasing the construction of ancient cities in the Orient.

2.2.3 Building a "Landmark for the Shared Spiritual Home of the Chinese Nation" Through Museums

The "14th Five-Year Plan for the Development of Cultural Relics in Shaanxi Province" clearly states that the main task of the province's cultural relics industry by 2035 is to build a Chinese civilization identification system. It mainly includes promoting a number of spiritual landmarks and national cultural landmarks, innovating spatial combination models, creating cultural heritage axes and districts, and enhancing the pride and cohesion of the Chinese nation. For Xi'an, it is required to continue to protect, utilize and inherit the Mausoleum of the First Qin Emperor, play a leading role in its spiritual landmark, highlight the spiritual pursuit of the Chinese nation, and make it a typical representative of Chinese civilization. It needs to build the Banpo Remains into a landmark of the common spiritual home of the Chinese nation. The Han Chang'an City Grand Site Park should not only become a leisure and entertainment destination for the majority of Xi'an citizens, but also develop into a tourist destination for Chinese and foreign tourists.

3. THE CURRENT SITUATION AND PROBLEMS OF SOCIAL SERVICES IN XI'AN MUSEUMS

Xi'an is one of the important birthplaces of the Chinese nation and Chinese civilization. There are 6 world cultural heritage sites, 66 national major culture relic protection sites, 116 provincial culture relic protection sites, and 256 city (county) culture

relic protection sites. During the 13th Five-Year Plan period, Shaanxi's cultural relics industry achieved significant development. The museums established through archaeological discoveries have become "golden cards" for the world to understand Shaanxi and even ancient Chinese civilization. The "14th Five-Year Plan for the Development of Cultural Relics in Xi'an" proposes the long-term goal of 2035, which will basically form six major cultural relics protection and utilization systems. However, there are still some issues with museum services that constrain the achievement of this target system. As researchers have pointed out, although the construction of the museum city has accumulated experience, there are still countless problems that need to be solved in the journey towards high quality. [2]

3.1 Insufficient Museums and Their Service Facilities

For the construction of the museum city of Xi'an, in addition to taking Xi'an as a museum in a conceptual sense, the distribution of physical museums and the provision of service facilities within the region are the preconditions for the use of historical and cultural resources.

3.1.1 Uneven Distribution of Museum Areas

The existing museums in Xi'an are the material carriers for the construction of the museum city. The cultural relics and remains range from the Site of Lantian Man in the Paleolithic Age more than 1 million years ago, to the Xia, Shang, Zhou, Qin, Han, Sui and Tang dynasties, and then to the modern revolutionary sites. A modern museum system with rich types and diverse subjects has been basically formed, endowing Xi'an the reputation of "Natural History Museum". There are 14 museums with collections of more than 10,000 pieces (sets), with a total collection of more than 5.09 million pieces (sets). The Xi'an Museum has the largest collection, with more than 2.19 million pieces (sets). The second is the Shaanxi History Museum, with a collection of 1.76 million pieces (sets). The rich collection is not only the carrier of Xi'an's profound history, but also an important resource for influencing people with culture. However, museums are concentrated in Yanta District, Beilin District, Weiyang District, Chang'an District and Xincheng District. Other areas have relatively few museums. For example, there are only 2 museums in Hui District. This layout has a

certain restrictive effect on the construction of the museum city.

3.1.2 Large Proportion of Ungraded Museums

Among the existing museums in Xi'an, there are 7 national first-grade museums, 4 national second-grade museums, and 6 national third-grade museums. There are a total of 17 graded museums, accounting for only 12.4% of the total. The other 120 museums have no grade recognition, accounting for 87.6% of the total. In other words, "There is no development echelon formed in terms of museum quality and grade. According to the data comparison of the National Cultural Heritage Administration at the end of 2020, the proportion of Xi'an's graded museums in the total amount is far lower than that of other cities where museums are densely distributed in China, and the proportion of first-grade museums is also at the bottom of the list. It can be seen that although there are a large number of museums in the Xi'an region, the quality is poor and there is a lack of reserve force for subsequent museum excellent training work". [3]

3.2 Practical Issues in Museum Social Services

The museum's serving the society is a direct way to use the historical and cultural resources flexibly. The current problems in the social services practice of various museums in Xi'an have constrained the full play of their functions.

3.2.1 Significant Differences in Service Capabilities

There are significant differences in the social service capabilities of various museums in Xi'an. On the one hand, a few large characteristic museums, such as the Shaanxi History Museum, the Xi'an Museum, the Emperor Qinshihuang's Mausoleum Site Park, the Hanyangling Museum, the Datang Xishi Museum, the Guanzhong Folk Art Museum, have rich collections, many basic exhibitions, various forms of educational activities, and can break through space constraints to extend services outside the city, provinces, and even abroad. On the other hand, small museums with small scale and few exhibitions are few, and even become unsustainable.

3.2.2 The Service Content Emphasizes Exhibition and Display, While Neglecting Educational Activities and Scientific Researches

Museum services include basic museum displays, temporary exhibitions, and various special exhibitions, as well as a series of extended education and expansion services around and in conjunction with exhibitions. At present, there are significant differences in the implementation of educational activities among museums in Xi'an. Museums at or above the national second-grade (including second-grade) have relatively better educational activities, with the 7 most popular national first-grade museums representing the highest level of educational activities in Xi'an museums. However, most small and medium-sized museums, especially non-state-owned museums, or most ungraded museums, are relatively weak in carrying out educational activities. The formation of this situation is closely related to the insufficient attention paid to scientific research work, ultimately directly affecting the functioning of museums.

3.2.3 The Service Field Focuses on the Inside of the Museum and the Expansion Outside the Museum Is Insufficient

Museum services are based on the collection of cultural relics within the museum, and basic exhibitions, temporary exhibitions, or various special exhibitions are the main ways to serve the audience. The implementation of the activity can't be separated from the actual venues of the museum. However, the value and significance of museums should not be limited by the venue, and the value of cultural relics should not be ignored due to the limitations of the venue. Based on the development experience of Chinese and foreign museums, expanding the service field of museums is not only necessary but also feasible. The most important thing is to transform the service concept and let "cultural relics" go out of museums.

3.2.4 There Are Significant Differences in the Use of Digital New Technologies in Service Methods

Digital new technology mainly refers to the use of the Internet and digital technology to build museum exclusive websites, or the use of new media technology to increase the promotion of museum resources, such as the opening of the

museum's official website, the operation of WeChat official account, the development of WeChat applet, and the shooting of anchor videos. The Shaanxi History Museum, the Xi'an Museum, the Emperor Qinshihuangs Mausoleum Site Park, the Hanyangling Museum, and the Datang Xishi Museum can be regarded as the benchmark of Xi'an's museum industry in this respect. Their website construction has rich content and timely updates of information, which subtly meets the visitors' visiting needs through digitization. At present, there are only 31 museums with websites in Xi'an, accounting for only 22.6% of the total number of museums in Xi'an. The number of museums without websites reaches 87.4%, and most of them are non-state-owned thematic museums. Due to their highly specialized collections or single themes, they lack attraction to ordinary people.

3.3 The Issue of the Social Services Staff Team in Museums

Museum staff are the practice subjects of activating historical and cultural resources. The quality and ability of staff determine the level and effectiveness of services. The current staff issues affecting the social services of museums mainly include:

3.3.1 Shortage of Excellent Announcers

Audiences need announcers to visit museums. Basic exhibitions or various temporary and special exhibitions in museums are accompanied by relatively simple textual explanations while presenting "objects". The text only answers the question of "what it is", and the audience's question of "why it is" remains to be answered by announcers. The announcers not only need to "explain" and clarify the display content, but also need to "relieve", that is, to analyze different topics for different audiences and relieve their doubts. [4] Generally speaking, the vast majority of audience lack understanding of cultural relics, and only with the help of announcers can they increase their understanding of the collections they see. However, compared to the number of audience, the number and quality of museum announcers still can't meet the needs of the audience.

3.3.2 Low Proportion of Scientific Research Staff

Studying collections is one of the functions of museums and it is also a prerequisite and effective guarantee for the education and other functions of museums. Whether archaeological excavations or collectors' overseas shopping can be judged as cultural relics, their value, the historical and cultural heritage they carry, and the social conditions they reflect, all depend on the in-depth research of museum staff to reveal the connotation of cultural relics, achieve a deep understanding of cultural relics, and endow them with new vitality. It is also necessary to effectively communicate through a way that the audience can perceive, so that the public can reach an understanding of cultural relics and receive cultural influence during the appreciation process. At present, museums in Xi'an that recognize the necessity and importance of scientific research functions for the sustainable development of museums have certain research achievements that can be transformed into social services content. "The scientific research achievements and academic status reflect the comprehensive factors of museum talent, profession, academic tradition, and development history, and reflect the strength, status, and development potential of museums". [5] Most museums are relatively weak in this regard.

4. THE CAUSES OF SOCIAL SERVICES PROBLEMS IN MUSEUMS

Revealing the problems is not the purpose. Analyzing the causes of problems is a prerequisite for solving them. At the same time, the existence of the problems means that museums still have room for improvement in social services. Only by facing and solving problems can museums continuously improve their social service capabilities and levels.

4.1 Emphasizing Quantity Growth While Neglecting Quality Improvement

Among the existing museums in Xi'an, 118 have been built and opened to the public since 2000, accounting for 86% of the total number of museums. Since the emergence of the first modern museum in Xi'an in 1944, the fastest increase period in the number of museums is in the past two decades. And 47% of the 17 third-grade and above museums were built in the second half of the 20th century. 17 museums have received national

grading, accounting for less than 12% of the total number of museums. There are 120 ungraded museums, accounting for 88%. Among the graded museums, there are only 4 built after the concept of a museum city.

4.2 Most Museum Service Concepts Still Remain in the Stage of Presenting "Objects"

Deeply favored by history, Xi'an is rich in historical and cultural resources and the cultural relics above and below ground are exquisite and precious, which is why so many types of museums are built. The 17 graded museums are striving to transform their work into an "audience-centered" approach. However, the vast majority of museums still focus on showcasing "objects" in social services, which is a form of giving-type service. It is mainly manifested in that, firstly, the basic display replacement cycle is relatively long. Generally, museums don't make major adjustments to their basic display for many years. On the one hand, this situation makes it difficult for the museums to generate sustained attraction to audience, and on the other hand, it leads to a relatively low exhibition rate of the collection. Even if collections are displayed as much as possible in the basic display, limited by space and location, the collection that can be seen by the audience is still very limited. Secondly, compared to the size of the collection, there are fewer educational activities developed by museums. Moreover, the content of the activities is single, the form is not flexible enough, and the range of audience participation choices is relatively narrow. Thirdly, there is low audience participation. Modern audience visiting museums not only need to acquire knowledge and information, but also have expectations for participation, interaction, and sharing. This means that the audience is no longer satisfied with visiting basic exhibitions or temporary exhibitions, but also hopes to experience and learn during the activities.

4.3 The Potential of Small and Medium-sized Museums Has Not Been Fully Realized

According to the classification criteria of the "Museum Design Specification" (JGJ66-2015), there are 120 ungraded museums in Xi'an, which are basically small and medium-sized museums. The role of these small and medium-sized museums in collecting historical and cultural resources

doesn't need to be explained in words. However, compared to large-scale museums, these museums place greater emphasis on their collection functions, especially for those who have invested in creating museums through personal efforts, their love and affection for Shaanxi's history and culture are admirable. However, these museums still have a lot of things to do in terms of social services, that is, to give play to the functions of museums such as education, scientific research, leisure and appreciation, so that museums can effectively assume the responsibility of urban cultural living room. Especially non-state-owned museums, as an important component of the museum system, have a large quantity, diverse collection types, and a certain degree of thematic nature. From the current opening situation, their social services capacities and level urgently need to be improved.

5. WAYS TO IMPROVE THE QUALITY OF SOCIAL SERVICES IN MUSEUMS

The high-quality development of museums requires the joint efforts of the government and industry, as well as the active participation of the public. On May 24, 2021, the Publicity Department of the CPC Central Committee and the National Development and Reform Commission issued the "Guiding Opinions on Promoting the Reform and Development of Museums", requiring the implementation of the plan to enhance small and medium-sized museums, strengthen institutional innovation, and effectively activate grassroots museum resources, which has practical guiding significance for the museum city construction of Xi'an. The "14th Five-Year Plan for the Museum Industry in Shaanxi Province" also puts forward clear requirements for the development of museums. According to the spirit of the document, the improvement of the service quality of Xi'an museums needs to focus on the following 4 aspects:

5.1 Strengthening the Audience-centered Museum Management Concept and Expanding Service Coverage

Taking the audience as the center is the biggest mission of public service institutions. [6] However, the issue of how to effectively serve the public has not received unanimous attention from the museum industry. "Since we advocate putting the audience at the center, when they come to visit, at least we should try our best to allow them to enjoy the attentive service of being at home. But what is

interesting is that this agreed value judgment has not received enough response in the real world, and there are no restaurants, inconvenient storage, lack of seats and other phenomena in museums". [7] With the development of the society, the cultural needs of ordinary people continue to grow. As a social institution that meets the cultural needs of audiences, museums should adapt to this development trend and effectively carry out various services with the "audience-centered" concept.

5.1.1 Establishing an "Audience-centered" Service Concept

The museum serves the audience by providing catering services, developing and selling cultural and creative products, and providing sufficient rest areas and facilities, in addition to carefully designed basic displays and temporary exhibitions at the museum, allowing the audience to relax, alleviate fatigue, and extend the visit time as much as possible during the visit process, as a reflection of the "audience-centered" concept. These measures are indeed audience-centered, but they are a "low-level interpretation of this concept. As a professional institution providing exhibition and teaching services, if museums want to advocate the 'audience-centered' concept, the deeper manifestation is at the business level". [7] How to achieve the audience-centered concept at the business level then? With the development of museums, their business forms continue to refine and have developed multiple businesses such as collection, protection, research, dissemination, display, education, etc. The logical chain connecting these businesses is "knowledge". [8] The "audience-centered" service concept requires each business department to be able to carry out business with "knowledge" as the logical chain.

5.1.2 Developing Various Forms of Educational Activities

The function of museums is to educate audiences and improve their aesthetic abilities through services. The most convenient and intuitive way for museums to serve audiences is through the exhibition of cultural relics in their collections. From the perspective of museum practice, conducting various educational activities and scientific research is also a very effective way for museums to fulfill their functions. The main problem in this regard is that the educational activities of small and medium-sized museums are relatively weak. To solve this problem, on the one

hand, these museums need to develop corresponding educational activities based on their collections and their characteristics. On the other hand, experienced museums should help or bring along small and medium-sized museums, or the government should take the lead in organizing these small museums and jointly developing related activity projects, or the museum industry should unite to develop related activity projects based on theme culture.

5.1.3 Enhancing Audience Engagement

The audience is the modern value and significance of the existence of museums. At present, Chinese and foreign museums are exploring to varying degrees how to enhance audience engagement in museums. "It is also an opportunity for museums to enhance their attractiveness and competitiveness in the new social environment by making audiences become active participants rather than passive information receivers in museum learning". [9] The international museum community generally emphasizes the use of technology to interact with audiences and enhance their visiting experience. It emphasizes interaction with audiences, transforms public cultural service methods, and maximizes the satisfaction of the audiences' comprehensive appreciation needs. It attaches great importance to the effective assistance of smart services for audiences' visiting experience, and comprehensively utilizes advanced technology to explore the collection, providing audiences with a more diverse and interesting visiting experience. Chinese museums have also made some progress in this regard, especially by utilizing technological means to develop experiential or gamified projects, enabling audiences to actively learn through experience or practice, rather than directly receiving information conveyed by museums. The future development of various museums in Xi'an should put more effort into this aspect.

5.2 Increasing the Number and Professional Competence of Museum Staff

As mentioned earlier, museum staff are actually the main body of social services practice. An adequate number of staff and high-quality professional literacy are the human resources guarantee for improving the quality of social services.

5.2.1 Increasing the Number of Professional Staff

According to the requirements for human resources in the grading and evaluation standards for museums stipulated by the National Cultural Heritage Administration, the professional and technical staff of first-grade museums account for more than 75% of the permanent staff, and high and intermediate management staff have a university or higher degree of education. The professional and technical staff of second-grade museums account for more than 70% of the permanent staff, and high and intermediate management staff have a junior college or higher degree of education, with over 80% having a university or higher degree of education. The professional and technical staff of third-grade museums account for more than 70% of the permanent staff, and high and intermediate management staff have a junior college or higher degree of education, with over 50% having a university or higher degree of education. Among the 7 first-grade museums in Xi'an, taking the Xi'an Museum as an example, there are 163 permanent staff and 35 professional and technical staff, accounting for 21.4% of the permanent staff. The Datang Xishi Museum in Xi'an has 66 staff and 45 permanent staff. The scale of collections in various museums in Xi'an varies greatly, with significant differences in staff allocation, especially in the allocation of professional staff. The museum has a large collection scale and a large number of professionals. The museum is small in scale and has few professionals.

5.2.2 Improving the Business Capabilities of the Existing Staff

In the daily operation process of each museum, the staff are distributed in different departments. However, the social services work of museums is a systematic project that requires the concerted efforts of different departments, and even requires staff to not only receive consultations, undertake collection management and carry out educational activities, but also carry out certain scientific research work. This is a great challenge and test for the professional quality and comprehensive ability of the staff. High comprehensive quality staff are not only able to cope with work challenges and complete work tasks with high quality, but also easily identify problems in their work and are good at problem-solving, serving the audience with high quality. Therefore, it is particularly important to

provide multi-disciplinary business skills training for existing staff.

5.2.3 Expanding the Volunteer Team

Volunteers are strong supporters of museum work. Recruiting volunteers is an effective way to address the serious shortage of museum staff. Museums with high visibility and influence have volunteers engaged in social services work. There are many museums in Xi'an, and there are significant differences in social services. If museums can integrate volunteer resources, carry out unified management, and fully utilize the power of volunteers to enrich various museums during holidays, it will help improve the quality of museum social services. Of course, because volunteers come from various industries with diverse knowledge backgrounds and professions, their personal time and energy are limited. Therefore, it is necessary to strengthen publicity, expand the scope of volunteer recruitment, scientifically and effectively train them, implement standardized management, and ensure their effectiveness.

5.3 Carrying out Various Collaborations to Improve the Overall Service Level of Museums

As a cultural institution serving the society, museums should face the entire public. Difficult work tasks require the assistance of other forces.

5.3.1 Exhibition Collaborations Linked by Theme Culture

Research has found that spatial and temporal distance, museum facilities, and exhibits may all affect whether the audience visit the museum, but the most fundamental factor is still the exhibits. The size of museums varies and the economic conditions and capabilities for hosting exhibitions and carrying out service activities vary. In addition, due to the dispersed layout of museums, audiences will consider transportation and time costs when visiting museums. If temporary exhibitions or special exhibitions can be planned through inter-museum collaborations, using culture as a link to organize cultural relics and information related to the theme, museum resources can be revitalized, enabling audiences who are Shaanxi people to understand their local culture and non-Shaanxi people to understand Shaanxi culture.

5.3.2 Project-based Scientific Research Collaborations

The scientific research work within museums, whether it is academic or popular science, or service-oriented research based on publications and academic dynamic materials, needs to break through the closed nature of museum resources and research topics, strive to make museum resources shared by society, and thus stimulate the vitality of museum research. However, most museums are relatively backward in this regard. The effective way to change this situation is to establish corresponding research projects and encourage relevant personnel to actively participate. The current development goals of "building a Chinese civilization identification system", promoting a number of spiritual landmarks and national cultural landmarks, innovating spatial combination models, creating cultural heritage axes and districts, and enhancing the pride and cohesion of the Chinese nation are all manifestations of the transformation of scientific research achievements.

5.3.3 Collaboration Between Museums and Schools in Curriculum Development

Collaboration between museums and schools refers to providing unique curriculum resources for school education and promoting the innovation and development of educational content and methods. The "Outline of National Medium and Long Term Education Reform and Development Plan (2010-2020)" proposes to use extracurricular resources to carry out extracurricular activities. Museums are clearly the best places for schools to carry out extracurricular learning activities. [10] From the perspective of social services experience in museums both in China and foreign countries, museums can break through field limitations and develop corresponding learning courses through collaboration with schools, combining the historical and cultural heritage carried by cultural relics with students' learning content in school. From primary school to university, museums can develop supporting courses adapted to different subjects through this kind of collaboration. This type of course can not only expand students' cognitive scope, but also enhance their interest in learning.

5.4 Fully Utilizing New Technology and New Media to Enhance the Social Influence of Museums

With the development of the times, the emergence of new technologies and new media has provided technical support for museums to better undertake social services functions.

5.4.1 Museums Need to Carefully Maintain Their Own Websites and Multimedia Platforms

Using the Internet to serve audiences has become the basic way for museums to serve audiences. The 31 museums in Xi'an have made valuable explorations in this regard, especially the 7 first-grade museums, which continuously innovate and provide diverse service methods with increasingly rich content. With the help of new technologies and new media, they have broken through the limitations of their fields and spread traditional Chinese culture and civilization widely both in China and foreign countries. By serving the audiences through the official websites and presenting basic information and business information of the museum's collection on the websites, it can provide reference for audiences to visit the museum and also provide materials for them to continue learning after the visit. This requires the official to maintain the website on a daily basis to ensure that viewers can access the web browser at any time. At the same time, it is necessary to update relevant information in a timely manner, so that audiences can understand the new changes in museum business, especially in exhibitions and educational activities. By subtle influence, potential audiences can be transformed into actual audiences.

5.4.2 Small and Medium-sized Museums Work Together to Build and Reasonably Innovate Themselves

The audiences' needs change with the times. Strengthening collaboration and working together to serve the audiences of museums has become a new trend. For example, the emergence of the Shaanxi Teaching and Reading Museum app is the result of museums collaborating to actively innovate in response to the epidemic. This app is a teaching and reading platform for museums throughout Shaanxi Province, which includes voice guidance services for hundreds of museums in Shaanxi Province, and the content includes on-site

voice explanations, VR video explanations, 3D cultural relics display, virtual roaming, etc., allowing audiences to take museums home and fully browse and appreciate Shaanxi culture. Currently, 43 museums in Xi'an have joined. By using this model, Xi'an museums can fully create their own promotional platforms, bringing together the power of small and medium-sized museums, fully leveraging the various functions of museums, and achieving the goal of improving the quality of the construction of the "museum city".

5.4.3 *Building a "Digital Museum" in the Xi'an Museum Industry*

The use of digital new technologies in museums will promote their full functions. Building a digital museum is the future development trend of museums, that is, building digital resources for museums. The use of digital technology in museums is an important way for them to follow the social development trend and improve service quality. For small and medium-sized museums in Xi'an, relying solely on a single museum to build a digital museum is very difficult. If these museum resources can be integrated together, led by the government, with the help of third-party forces, to build a digital museum that belongs to Xi'an museums, build a digital cloud platform, and achieve resource openness and sharing, it will be a win-win measure for the museums and audiences. Museums in Xi'an can fully learn from cloud computing ideas and establish a "digital resource cloud". Using the advantages of cloud computing, resources can be shared among museums by adopting the hybrid cloud application model of digital museums, and the public cultural service function of museums can be fully brought into play.

6. CONCLUSION

From the proposal of the construction goal of a "museum city" to the continuous increase in the number and quality of museums, the construction of museums in Xi'an has played an important role in the urban development process, which not only reflects the inheritance and promotion of the excellent traditional culture of the Chinese nation by museums as social and cultural education institutions, and the social value of public education, but also the economic value of museums' adapting to social development and serving the audiences. With the changes of society and the times, the audiences' expectations for museums are to "create a multi-functional cultural space that integrates

aesthetic education, leisure and entertainment" and to "strengthen interaction with surrounding communities and cities, and enhance radiation and influence". [11] The expectation of the audiences is the direction that the museums strive for. Chen Lvsheng, once the deputy curator of the National Museum of China, said that building a museum city is to explore a development path of integration and symbiosis of museums and cities. In the process of positive interaction, museums, as cultural landmarks and city business cards, will inject new strength into the prosperity and development of cities, and cities will also give museums more vigorous vitality and broader development space. Museum services are an important business that reflects the characteristics of museums, which is also an endless topic and has always been a problem that needs to be solved. Museum services are always on the road. The construction of the Xi'an museum city should also solve practical problems through continuous reflection, in order to provide high-quality services for audiences and promote the sustainable development of the city.

AUTHORS' CONTRIBUTIONS

Ran Wang is responsible for organizing data and writing. Xiaoning Wang is responsible for revising the article.

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