



STRATEGIC MANAGEMENT AND TECHNOLOGICAL INNOVATION OF MODERN EXHIBITION IN KUNMING MUSEUM: TAKE THE PROMOTION MINORITY ART EXHIBITION AS AN EXAMPLE

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Abstract

The objectives of this study are two: 1) to study and analyze the concepts and technical means of modern exhibitions, optimize the contents and forms of exhibitions, and 2) to improve the professionalism, artistry and appreciation of exhibitions, so that the audience can better appreciate the charm of ethnic minority art, through extensive collection of domestic and foreign museum exhibition strategic management, technological innovation and ethnic art exhibition related literature. This paper makes an in-depth analysis of the collected literature, sorts out the theoretical and practical achievements of existing studies in the strategic planning, implementation and evaluation of museum exhibitions, and summarizes the application mode and development trend of technological innovation in museum exhibitions. At the same time, focus on the characteristics of ethnic art exhibitions, audience needs and promotion strategies of the research content. During the exhibition of the Art exhibition of Ethnic minorities in Kunming Museum, the behavior of the visitors was observed, such as the tour route, the time spent in front of different exhibits, and the interaction with the exhibits and exhibition facilities. Through observation, we can understand the interest points



and attention distribution of visitors to the exhibition content and display form, and find out the problems that may exist in the exhibition in terms of space layout, exhibit display and technology application. The museum's online exhibition platform, social media comment section and other channels were used to observe the audience's online feedback on ethnic minority art exhibitions. Analyze the audience's comments, likes, shares and other behavioral data, understand the audience's comments and opinions on the exhibition content, display technology and promotion methods, and obtain the online audience's needs and expectations. The results show that the application of VR, AR and other digital display technologies in ethnic minority art exhibitions has greatly enriched the presentation form of exhibition content, enhanced the interactive experience of the audience, enabled the audience to deeply understand the cultural connotation of the exhibits, and improved the satisfaction of tourists. From the in-depth exploration of the connotation of ethnic minority art to the formulation of differentiated exhibition themes and content planning, the museum gives full play to its advantages in cultural resources to enhance the attraction and influence of the exhibition. At the level of technological innovation, the use of virtual reality (VR), augmented reality (AR), digital display and other advanced technical means to break the time and space restrictions of traditional exhibitions, to bring immersive experience to the audience.

Keywords: Minority art; Modern exhibition; Strategic management; Cultural communication

Introduction

As an important position of cultural communication, Kunming Museum actively explores the integration of strategic management and technological innovation in the operation of modern exhibitions, so as to realize the extensive dissemination of exhibitions and the maximization of cultural value. Taking the promotion of ethnic minority art exhibitions as an example, in terms of strategic management, Kunming Museum accurately locates the target audience. On the one hand, for local residents, through cooperation with communities and schools, cultural lectures, art workshops and other activities to stimulate people's interest in and love for local minority culture; On the other hand, for foreign tourists and cultural lovers, with the help of tourism promotion platforms and online cultural



promotion channels, the ethnic minority art exhibition will be built into a characteristic business card of Kunming cultural tourism. For example, some scholars pointed out in Zhang Jing (2019), On How to Exert the Social Service Function of Museums in the New Era, that Kunming Museum carries out cultural activities for local residents, which not only strengthens the connection between the community and the museum, but also inspires local residents' pride and sense of identity in minority culture. The minority art exhibition has a deep mass base in the local. The promotion strategy for foreign tourists and cultural lovers, through the integration with the tourism industry, can effectively attract more tourists to visit, increase the visitor flow of the museum and the scope of cultural transmission.

In terms of technological innovation, Kunming Museum has introduced digital display technology. The use of virtual reality (VR), augmented reality (AR) and other means, so that the audience can feel the life scene of ethnic minorities, art creation process. For example, through VR devices, visitors can "walk into" ethnic minority villages and enjoy traditional architecture, clothing and handicrafts up close. AR interaction makes the static exhibits "live", and the audience can scan the exhibits to obtain detailed backstory, production process and other information, which greatly improves the audience's visiting experience. According to the research of Xiangtong (2022), the introduction of VR and AR technology has enriched the presentation form of the exhibition, provided the audience with an immersive experience, and made up for the limitations of traditional exhibition display methods. This technological innovation not only improves the satisfaction of the audience, but also attracts more young audiences, making the ethnic minority art exhibition more dynamic.

In addition, during the promotion process of the exhibition, the museum also made full use of social media platforms for online publicity. The production of exquisite short videos, graphic introduction, triggered the sharing and discussion of netizen, and expanded the influence of the exhibition. Through these strategic management and technological innovation measures, Kunming Museum has successfully promoted ethnic minority art exhibitions to a wider audience, which not only inherits and promotes ethnic minority culture, but also provides valuable experience for the development of modern exhibitions. Yu Yongzhe

(2022) pointed out through data analysis that the use of social media platforms to release short videos and graphic introductions can trigger a large number of user interactions, thus expanding the spread radius of exhibitions and enhancing their social attention.

Kunming Museum has achieved remarkable results in the strategic management and technological innovation of modern exhibitions, providing a model for other museums to carry out similar exhibitions. However, there is still room for further research and improvement in the depth of cross-cultural communication and the sustainability of technological application.

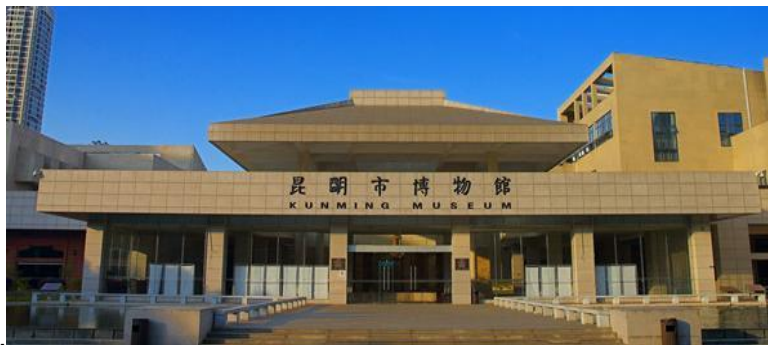


Figure1: Kunming City Museum.

Research Objectives

1. Study and analyze the concept and technical means of modern exhibitions, and optimize the content and form of exhibitions
2. Improve the professionalism, artistry and appreciation of the exhibition, so that the audience can better appreciate the charm of ethnic minority art.

Literature Reviews

Many studies emphasize that museums need to define their own mission, vision and goals in order to formulate long-term development strategies. For example, Du Sheng (2016): "Museum development from the definition of museum" Kunming Museum can learn from these solutions, pay attention to in-depth excavation of ethnic history and culture, increase publicity and promotion efforts, innovate exhibition modes, constantly improve the strategic management

of ethnic minority art exhibitions, improve the quality and influence of exhibitions, and better inherit and promote ethnic minority culture. Museum strategic planning should be based on the in-depth analysis of its own resources, capabilities and external environment, including the consideration of local cultural needs, tourism market and other factors. This provides a theoretical basis for Kunming Museum to position the exhibition from a strategic height and clarify its goals in cultural communication and educational promotion when promoting ethnic art exhibitions.

Numerous literatures show that the cooperation between museums and external institutions can bring about the effect of resource sharing and complementary advantages. Zhang Jing (2019): "On How to Play the Social Service Function of Museums in the New Era" In the new era, the public's demand for culture is growing and diversified. As an important place for cultural inheritance and dissemination, museums are of great significance to the effective play of cultural and social service functions. It can not only meet the public's desire for cultural knowledge, improve the public's cultural literacy and aesthetic level, but also promote cultural exchange and integration, enhance the country's cultural confidence and cohesion, and actively play a role in promoting social cultural construction and the development of spiritual civilization. Through case analysis, the successful practice of museums cooperating with schools to carry out educational projects and cooperating with enterprises to obtain financial support is shown. This is of great reference significance for Kunming Museum to cooperate with communities, schools and tourism enterprises to promote ethnic art exhibitions and expand publicity channels and audience groups.

In recent years, research on the application of digital technologies such as VR and AR in museum exhibitions has been increasing. Skublewska-Paszkowska et al. (2022) studied the role of 3D technology in the protection of cultural heritage, emphasizing that digital modeling is conducive to the long-term preservation and remote access of exhibition content, especially for the dynamic display of ethnic minority art. Yang et al. (2025) studied how digital technology affects the economic activities of ethnic minority villages in China, and pointed out that museums can improve audience participation and promote the spread of ethnic culture through virtual exhibitions, live tour and other means. This paper expounds in detail how digital display technology can enrich the presentation

form of exhibition content and enhance the interactive experience of the audience. The study found that these technologies can enable visitors to better understand the cultural connotations behind the exhibits and improve their satisfaction. This provides practical guidance for Kunming Museum to apply digital display technology in ethnic art exhibition.

From the perspective of cultural communication, Zhao Zhe (2004) discussed the background, current situation, existing problems, reform direction and strategy of the management system reform of China's State-owned Museums in his Research on the Reform of the Management system of China's State-owned Museums. In order to deal with its own problems, Red River State Museum has adopted a series of coping strategies. In terms of strengthening infrastructure, the infrastructure for cultural relics exhibition has been continuously improved. Collections are preserved and protected in strict accordance with relevant state regulations to ensure the safety and integrity of cultural relics. This paper studies the communication strategies of minority culture in museum exhibitions, and emphasizes that cultural communication should respect cultural diversity and adopt diversified communication methods to meet the needs of different audiences. This provides a reference for Kunming Museum to accurately target local residents and foreign tourists and adopt differentiated communication strategies when promoting ethnic minority art exhibitions. The research published by Li (2012) in the Journal of Tourism and Cultural Change shows that the development of exhibition industry is crucial to the building of city brand. Ethnic minority exhibitions in Kunming can be combined with tourism resources to form a linkage model of "exhibition + tourism". Francis & Lisheng (2023) studied how to construct "cultural authenticity" in exhibitions in the context of China's creative economy, especially in the display of ethnic minority cultures, and the need to balance the conflict between commercialization and cultural authenticity.

As for the application of new media in exhibition promotion, Yu Yongzhe (2022) 's "Cloud exhibition" based on digital space can collect user feedback in time, quickly update exhibition content, carry out more experimental curatorial attempts, and even guide offline exhibitions. This paper analyzes the communication characteristics and rules of social media platforms, and points out that high-quality and creative content can effectively improve the communication effect. This has a guiding role for the Kunming Museum to promote ethnic

minority art exhibitions on social media and produce promotional content to attract audiences. Xiangtong (2022) does not have multimedia applications. In fact, digital means that can be touched and interacted with have always existed in exhibitions. They should assume the important responsibility of disseminating culture and be deeply involved in the narrative of museum exhibitions. Wei Yanqi (2019) Internally, digitized the four traditional main businesses of museum digital display, cultural research, cultural relic protection, social education and public service, and digitized the two key application scenarios online and offline

In terms of audience experience and interaction, Sun et al. (2024) studied how Chinese intangible cultural heritage exhibitions analyze audience behavior based on big data, and proposed a personalized recommendation system to improve audience participation and exhibition influence. In the book Museum Experience Design, Henshaw et al. (2017) discussed how smell can be used to enhance the immersion of exhibitions, and proposed to reproduce the traditional scenes of ethnic minorities through smell to improve the cultural resonance of audiences. Li Zhiyin (2019): Museums are important places for cultural heritage and education, and should focus on creating attractive and influential spiritual products. By carefully planning the exhibition, enriching the exhibition content and improving the display effect, we can provide the audience with a high-quality cultural experience. With the development of information technology, the construction of digital museum has become an important trend in the development of museums.

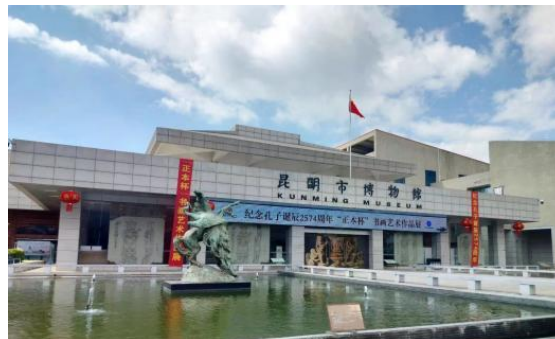


Figure3: Kunming City Museum.

Research Methodology

A wide range of domestic and foreign literature on museum exhibition strategic management, technological innovation and ethnic art exhibitions. Including academic journal papers, dissertations, industry reports, museum research monographs, etc. This paper makes an in-depth analysis of the collected literature, sorts out the theoretical and practical achievements of existing studies in the strategic planning, implementation and evaluation of museum exhibitions, and summarizes the application mode and development trend of technological innovation in museum exhibitions. At the same time, focus on the characteristics of ethnic art exhibitions, audience needs and promotion strategies of the research content.

Through field visits, online visits to exhibitions, communication with museum staff and access to relevant materials, in-depth analysis of the selected cases in terms of exhibition strategic management measures, such as exhibition positioning, goal setting, resource integration, etc.

During the exhibition of ethnic minority art exhibition at Kunming Museum. Observe the behavior of visitors, such as the tour route, the time spent in front of different exhibits, the interaction with exhibits and exhibition facilities, etc. Analyze the audience's comments, likes, shares and other behavioral data, understand the audience's comments and opinions on the exhibition content, display technology and promotion methods, and obtain the online audience's needs and expectations.

Designed a questionnaire for Kunming Museum visitors. The content covers visitors' basic information (age, purpose of visit, exhibit preferences, consumption propensity and feedback on online promotion and on-site digital display technologies such as VR, AR, etc.), cognition and participation in museum exhibitions, understanding of ethnic minority art and points of interest, channels to obtain exhibition information, experience and evaluation of technology application in exhibitions. As well as the minority art exhibition expectations and suggestions. In Kunming Museum, visitors of different time periods and different types were randomly selected as survey samples. Questionnaires can be distributed on-site at the museum entrance, exhibition hall

and other places. Meanwhile, online channels such as the official website of the museum and social media platforms can be used to publish questionnaire links to expand the coverage of samples. Ensure that a sufficient number of representative questionnaires are collected to ensure the reliability of the survey results.

Results

By combing and analyzing the literature related to the museum's strategic management, technological innovation and the promotion of ethnic minority art exhibitions, this paper has a more comprehensive understanding of the Kunming Museum's strategic management and technological innovation practice in the promotion of ethnic minority art exhibitions.

At the level of strategic management, Kunming Museum, based on the theory of strategic planning and in-depth analysis of its own resources and external environment, positioned the ethnic art exhibition as an important platform for inheriting and promoting ethnic culture and promoting cultural education, and clarified the mission and goal of the exhibition. At the same time, we actively learn from the successful experience of cooperation strategy, establish cooperative relations with communities, schools, tourism enterprises, etc., and greatly expand the publicity channels and audience groups. However, in the process of strategy implementation, the coordination and communication between internal departments still need to be strengthened to ensure that the strategic objectives can be effectively implemented.

In terms of technological innovation, Kunming Museum keeps up with the trend of digital display technology application, and introduces VR, AR and other technologies in ethnic minority art exhibitions to enrich the presentation forms of exhibition content, enhance the interactive experience of the audience, and enable the audience to appreciate the charm of ethnic minority culture more deeply. In the process of technology integration, attention is also paid to balancing the relationship between traditional display methods and modern technology, so as to avoid losing the cultural essence due to excessive dependence on technology. However, the application of the technology is faced with problems such as high cost and difficult maintenance, and further solutions need to be explored.

From the promotion effect of ethnic minority art exhibition, Kunming Museum respects cultural diversity in cultural communication, and develops differentiated communication strategies for local residents and foreign tourists, which effectively enhances the popularity of the exhibition. In terms of new media promotion, we make full use of the communication characteristics of social media platforms to produce high-quality and creative promotional content, which attracts a large number of audience's attention. However, there is still room for improvement in the precision and depth of the content to better meet the needs of different audiences.

Kunming Museum should continue to optimize strategic management, strengthen internal team building, and enhance the ability of strategy execution. Increase investment in technological innovation, explore more cost-effective technical solutions, and train professional technical personnel. In terms of exhibition promotion, the cultural connotation of ethnic minorities should be further explored, and more attractive propaganda content should be created in combination with market demand, so as to enhance the influence and cultural communication effect of ethnic minority art exhibitions. Kunming Museum has made some achievements through the combination of strategic management and technological innovation in promoting ethnic art exhibitions, but there are still some areas that need to be improved. In the future, it is necessary to constantly sum up experience, continue to innovate, and make greater contributions to the inheritance and development of minority culture.

Discussions

Technological innovation has brought new vitality to ethnic minority art exhibitions. Yu et al. (2023) explored the impact of the evolution of cultural ecosystem on the layout of exhibition venues. The study analyzed 22 cultural sites along the Silk Road and concluded that museums need to adjust their layout in accordance with the local cultural landscape to enhance the cultural adaptation of exhibitions. The application of digital display technologies such as VR and AR breaks the static display mode of traditional exhibitions and makes the audience feel as if they are in the scene of ethnic minority cultures, enhancing the sense of interaction and immersion. For example, the traditional minority villages are displayed through VR technology, so that the audience can feel the unique

architectural style and life customs. However, the application of technology is also facing difficulties, with high equipment acquisition and maintenance costs and the need for professional and technical personnel to ensure operation, which poses a challenge to the museum's capital and talent reserve. Ma et al. (2023) studied the influence of natural lighting, indoor thermal comfort and energy efficiency of exhibition space on the display effect of museums. The study found that reasonable window opening design can improve the visibility of the exhibits, while reducing the energy consumption of artificial lighting. In addition, there is a risk of imbalance between traditional and modern displays in the integration of technologies, and some viewers reflect that excessive reliance on technology will dilute cultural connotations.

In terms of exhibition promotion, Kunming Museum has made remarkable achievements. From the perspective of cultural communication, respect for cultural diversity, formulate differentiated communication strategies for local residents and foreign visitors, and effectively enhance the popularity of the exhibition. Local publicity focuses on cultural identity, while overseas promotion highlights features and novelty. New media promotion Using social media platforms to produce creative promotional content and attract a lot of attention. However, the accuracy of the communication content is not enough, the targeting of audiences of different ages and interests is not enough, and the propaganda content of in-depth exploration of the cultural connotation of ethnic minorities is less, which is difficult to meet the needs of in-depth culture lovers. The subsequent content creation and push strategy need to be optimized.

Kunming Museum should continue to improve strategic management, strengthen internal team cooperation, and enhance the efficiency of strategy execution. We will increase investment in technological innovation, explore low-cost and cost-effective technological solutions, and train professional and technical personnel. In terms of exhibition promotion, we will dig deeply into the essence of ethnic minority culture, combine with market demand, create more attractive and targeted publicity content, comprehensively enhance the influence and cultural communication effect of ethnic minority art exhibitions, and make

greater contributions to the inheritance and development of ethnic minority culture.

Strengthening resource integration and cooperation is an important way to improve exhibition quality. Kunming Museum should further integrate internal resources, break the barriers between various departments, and realize the sharing and optimal allocation of cultural relics, talents, technology and other resources. Strengthen the collection of cultural relics, expand the source channels of cultural relics, and cooperate with archaeological departments, private collectors and other museums to enrich the collection of cultural relics and provide more exhibition materials. Establish long-term cooperation with Yunnan Institute of Cultural Relics and Archaeology, participate in archaeological excavation projects, and obtain more cultural relics with historical value; Actively carry out cultural relics collection activities, encourage all sectors of society to donate cultural relics, and enrich the museum collection. In terms of personnel training, we will strengthen internal training and external introduction, and create high-quality exhibition planning, cultural relic research, technology application and management services.

Exploring the cultural connotation of ethnic minorities in Kunming Museum is the key to improving the quality of ethnic minority art exhibitions. Kunming Museum has strengthened research on ethnic minority culture, organized professional teams to go deep into ethnic minority populated areas, and carried out field investigations and research work. Through cooperation with ethnic minority scholars, folk artists and cultural inheritors, we collect and sort out the historical legends, folk customs and artistic creations of ethnic minorities, and deeply explore the connotation and value of ethnic minority culture.

Conclusions

This study emphasizes the importance of Kunming Museum's strategic management in promoting ethnic art exhibitions. By clarifying their own mission, vision and goals, in-depth analysis of local cultural needs, tourism market and other external environment as well as their own resources and capabilities, to find a precise positioning in cultural communication and education promotion, laying the foundation for long-term development. Implement cooperation strategies with communities, schools, tourism enterprises and other external organizations,

successfully realize resource sharing and complementary advantages, expand publicity channels and audience groups, and make ethnic minority art exhibitions open to a wider range of people.



Figure 4: Art exhibition pictures

New Knowledges

Key findings from the study highlight how Kunming Museum can develop a digital strategic transformation plan as the digital age evolves. For example, an online exhibition platform can be established to digitally display the exhibits of ethnic minority art exhibitions, break the time and space restrictions, and attract global audiences. At the same time, big data is used to analyze audience behavior and interest, provide accurate basis for exhibition planning and promotion, and optimize the exhibition content and form. Build a minority art exhibition brand with the characteristics of Kunming Museum. Enhance brand recognition through unified brand image design, including exhibition logos, promotional posters, peripheral products, etc. A series of brand activities, such as the annual Ethnic Minority Art and Culture Festival, will be held to combine exhibitions with cultural lectures, art performances, manual experience and other activities to enrich brand connotation and enhance brand influence. The introduction of artificial intelligence tour guide system, using speech recognition and natural language processing technology, to provide real-time, personalized tour services for the audience. The audience can ask questions through voice, learn the stories behind the exhibits, and learn about the culture of ethnic minorities. In addition, interactive intelligent exhibits are developed, such as inductive interactive devices, which automatically play relevant introductions and multimedia materials when

the audience is close to the exhibits, enhancing the audience's sense of participation and experience. Use blockchain technology to digitally protect and trace ethnic minority art exhibits. The detailed information of the exhibits, including the production process, historical background, collection records, etc. are stored on the chain to ensure the authenticity of the information and cannot be tampered with. In the process of the exhibition, the audience can scan the two-dimensional code and other ways to view the complete traceability information of the exhibits, which increases the credibility and interest of the exhibition. Create immersive marketing experiences with virtual reality (VR), augmented reality (AR) and mixed reality (MR) technologies. For example, the development of online immersive exhibition mini program, the audience can at home through mobile phones or VR devices, immersive visit the exhibition, feel the charm of ethnic minority art. Holding offline immersive experience activities, such as building immersive exhibition Spaces in public places such as shopping malls and squares, to attract more potential visitors and expand the spread of exhibitions, provides valuable guidance.

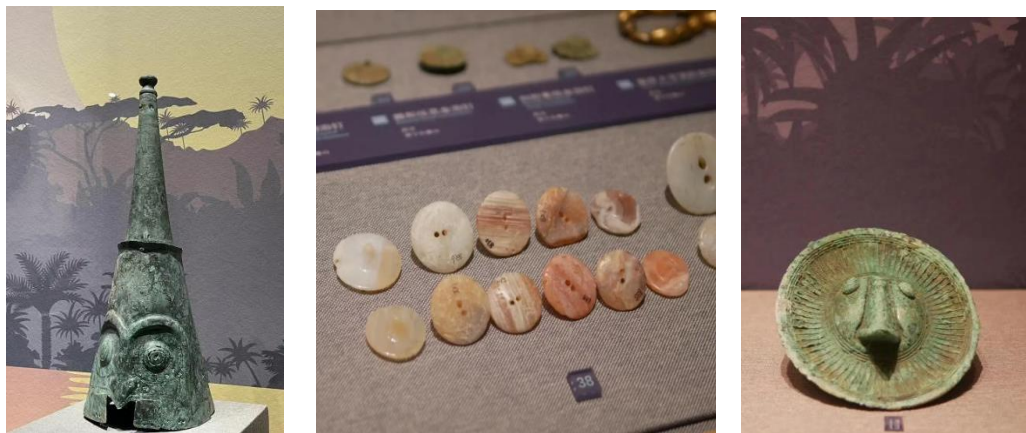


Figure 5: Exhibit picture of Kunming Museum.

Suggestions and Recommendations

Kunming Museum should highlight its own uniqueness in the display of ethnic minority art, and take "in-depth exploration and diversified presentation of Yunnan ethnic minority art treasures" as its core brand positioning.

We can continue to improve digital display technology and invest more resources to optimize 3D reconstruction and virtual exhibition effects. More advanced 3D modeling software and equipment are introduced to improve the accuracy and efficiency of digital reconstruction of cultural relics and make virtual exhibits more realistic.

In addition to the information introduction of the existing exhibits, the cultural connotation behind ethnic minority art can be further explored, such as producing in-depth documentaries on the evolution of ethnic minority art styles, inviting experts to give online lectures and play them on interactive screens, so as to meet the audience's demand for in-depth knowledge.

In-depth application and innovation of VR technology, developing more novel forms of interaction in AR navigation. For example, when the audience scans the exhibits, they can not only see virtual explanations, but also trigger AR mini-games, such as helping virtual ethnic minority characters complete the steps of artistic creation and deepening their understanding of the artistic creation process through games.

In the virtual minority village scene, the audience can have a dialogue with the virtual characters and participate in artistic creation activities, such as drawing traditional patterns of minority nationalities by hand, weaving simple handicrafts, etc., to enhance the audience's sense of participation and experience in the virtual environment.

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