

KNOWLEDGE MANAGEMENT MODEL AND INDICATORS FOR REGIONAL CULTURAL ARTS EXHIBITION IN LIAONING ART MUSEUM

Li Baosheng¹, Pichai Sodhiban², Mathasit Addok³

Faculty of Fine and Applied Arts, Bangkokthonburi University¹⁻³
China¹, Thailand²⁻³

Email: graduatemusicbtu@gmail.com,¹ 804309364 @qq.com²⁻³

Received: October 5, 2024; **Revised:** October 5, 2024; **Accepted:** January 11, 2025

Abstract

The knowledge management model for regional cultural arts exhibitions at the Liaoning Art Museum is crucial for preserving and organizing cultural heritage, enabling the effective transmission of traditional art forms that are deeply intertwined with local culture, religion, and beliefs. By systematically managing and showcasing artworks, the museum fosters a deeper understanding of the region's spiritual and cultural values, ensuring that religious and cultural traditions are respected and passed on to future generations. This article explores the development of a knowledge management model and key indicators for regional cultural arts exhibitions at the Liaoning Art Museum. The model is designed to enhance the organization, preservation, and dissemination of cultural heritage through systematic management of knowledge related to local art forms. By identifying critical indicators such as content curation, audience engagement, and technology integration, the model aims to improve the museum's ability to showcase and protect regional cultural artifacts. The framework facilitates the transmission of traditional arts, fostering a deeper understanding and appreciation of Liaoning's cultural and artistic heritage while ensuring its preservation for future generations. This article presented (1) concept of knowledge management model, and (2) knowledge management model and indicators for regional cultural arts exhibition in Liaoning art museum.

Keywords: Knowledge Management Model; Indicators; Regional Cultural; Arts Exhibition; Liaoning Art Museum

Introduction

Knowledge management is the management of information, because in the era of informatization, all enterprises must introduce information management methods in order to achieve modern management. All fields and links of enterprise management cannot be separated from the comprehensive application of information management systems, and information management is essentially equivalent to knowledge management. The connotation of knowledge management includes two levels. One is to constantly innovate and accumulate new knowledge, and through the dissemination, exchange, and application of new knowledge itself, to continuously increase the value of knowledge assets. The second is to comprehensively apply advanced knowledge to management, improve products, continuously improve quality, reform management models, and continuously enhance management efficiency. In summary, it means applying new knowledge to implement scientific management of enterprises. Therefore, it is necessary to establish a culture of learning and knowledge, and institutionalize and standardize it through the establishment of a learning organization, in order to ensure that enterprises have the ability to achieve sustainable development, keep up with the times, and constantly innovate. Simply put, knowledge management is a management centered around knowledge. It is a process of confirming and effectively utilizing existing knowledge, and improving the innovation and value creation capabilities of enterprises through continuous management of various knowledge, in order to meet the needs of enterprises to explore market opportunities now and in the future. The starting point of knowledge management is to view knowledge as the most important resource, and to maximize the acquisition and utilization of knowledge as the key to improving the competitiveness of enterprises (Ye et al., 2019).

At present, based on people's level of knowledge application, there are two understandings of knowledge management: one believes that information management is the foundation of knowledge management, and the objects and contents of knowledge management can be constructed using information

management models. Knowledge management is an extension and development of information management. For example, the optimization management and knowledge sharing of information resources for the global internet is a knowledge management model of information management. Another understanding is that knowledge management is based on the process and organization of human knowledge innovation, emphasizing the development and cultivation of human innovative thinking and abilities, establishing a sustainable innovation environment from both institutional and organizational perspectives, and optimizing the management of talent structure and utilization.

There is currently no standard and clear definition for knowledge management. But there is a consensus among everyone that knowledge management is not just about managing people in any traditional sense, nor is it just about managing knowledge itself. It emphasizes putting knowledge at the core and fully leveraging its role, emphasizing a high degree of integration between knowledge, people, and technology (Tian, 2019).

Concept of Knowledge Management Model

Qiu Junping's "Introduction to Knowledge Management" (2011, p.13-15): The term "knowledge management" is said to have originated from a sentence by Peter Drucker, while others believe it was first coined by the famous international consulting firm Stuttgart International in Lexington, Massachusetts, USA. Knowledge management is a developing concept, and knowledge management activities not only involve the management of knowledge itself, but also include increasingly broad extensions. So far, there is no clear and consensus concept for this term, and different researchers can define knowledge management from different perspectives, positions, understandings, and needs. Therefore, the definition set of knowledge management is very large.

Representative definitions of knowledge management in foreign countries. Foreign enterprises and scholars have conducted systematic research on knowledge management from multiple perspectives. Representative definitions include: The American Productivity and Quality Center (APQC) defines knowledge management as: "Knowledge management should be a

conscious strategy adopted by organizations, ensuring that the most needed knowledge can be transmitted to the people in need at the most needed time. This can help people share information and then put it into practice in different ways, ultimately achieving the goal of improving organizational performance." The business community tends to view knowledge management as a way to observe the business world, it helps clarify who and what are the true resources of the company. These resources include the data, projects, users, and suppliers processed in the workflow, all research diaries, patents, trademarks, mall strategies, and business plans, as well as every email, file, data table, fax, etc. The above is only a small portion of the company's internal knowledge assets. In addition, the vast majority (about 90%) of knowledge assets exist in the minds of knowledge workers, such as their skills, experiences, insights, intuition and trust, as well as various interpersonal relationships within and outside the organization, which are more difficult to evaluate, share, and measure. Peter F. Drucker, an American management guru, believed that knowledge management is the provision of knowledge to effectively discover how existing knowledge can be best applied and produced. This is what we refer to as knowledge management (Sun, 2018).

Professor T.H. Davenport from the United States pointed out that the truly significant aspects of knowledge management can be divided into two important categories, namely knowledge creation and knowledge utilization. Bill Gates extensively discusses knowledge management in his book "Future Speed", stating that as a general concept - gathering and organizing information, disseminating it to those who need it, and continuously optimizing information through analysis and collaboration - knowledge management is very useful. But just like its previous additions and redesigns, knowledge management has become ambiguous, and anyone can add any meaning to it... If a journalist talks to an employee of a database company, they will find that knowledge management is the latest thing in the database. If a journalist talks to an employee of a groupware company, they will find that knowledge management means the next generation of groupware... Knowledge management is a means, not an end. In the strategic white paper "Lotus, IBM, and Knowledge Management" published by Lotus in January 1998, make innovation, responsiveness, productivity, and skill quality specific business goals and the basic connotations of knowledge management to help companies adapt to the requirements of knowledge management activities. Ovum believes that

knowledge management provides a framework for reflecting on how organizations operate and how they should survive in the 21st century, as the 21st century will truly be characterized by globalized communication, competition, and cooperation. A basic understanding is that knowledge management is not just a technical concept, but rather a broader perspective that examines how an organization "knows what it knows". That is to say, examining how knowledge within an organization is shared, distributed, and created, and how these are linked to the organization's goals. On the other hand, it also points out that knowledge management emphasizes human factors, but this does not mean that technological factors can be ignored; On the contrary, technology provides a new condition that can be used to evaluate and develop the information systems needed by organizations. "Knowledge management is the task of developing and utilizing an organization's tangible and intangible knowledge resources, covering both organizational and technological aspects."

Representative definitions of knowledge management in China. Domestic scholars have also conducted systematic research on knowledge management from multiple perspectives, with representative definitions including broad and narrow definitions. The broad definition of knowledge management refers to the general term for management ideas and methods in the knowledge economy environment, while the narrow definition of knowledge management refers to the management of knowledge and its role. Obviously, narrow knowledge management research will enrich the broad knowledge management ideological system. Knowledge management is the management of people, because all knowledge must be mastered by people in order to be effective and promote the development of enterprises. Therefore, knowledge management must be achieved through the management of people.

The process of knowledge management projects: The process of knowledge management projects can be divided into six stages: conceptualization, project initiation, strategic planning, management system design, system implementation, and continuous improvement through testing and evaluation. Each stage can be divided into multiple tasks due to the different goals achieved. From the perspective of knowledge management evaluation and implementation, the maturity model (KMMM) in the implementation of knowledge management projects can be divided into five dimensions: goal

consensus, content system, organizational drive, cultural motivation, and technical support.

Wahjudewanti A S, Tjakraatmaja J H, Anggoro Y. (Knowledge Management Strategies for Improving Learning and Growth in the Creative Industry: A Framework Model, 2021, p.23-29) The SECI model is a knowledge transformation model proposed by Nonaka and Takeuchi in 1995, which divides the process of knowledge transformation into four stages: socialization, externalization, combination, and internalization. The socialization stage refers to individuals acquiring knowledge through social interaction and experience sharing; The externalization stage refers to the transformation of individual internal knowledge into expressive forms; The combination stage refers to combining the knowledge of different individuals into new knowledge; The internalization stage refers to the transformation of external knowledge into individual internal knowledge. The SECI model emphasizes the social nature of knowledge and the interaction between individuals, which is conducive to knowledge sharing and innovation. However, in practice, there are difficulties in externalizing and internalizing knowledge.

The knowledge financing model is a knowledge management model proposed by Nonaka and Ichijo in 2008, which divides knowledge into two types: explicit knowledge and implicit knowledge. Explicit knowledge refers to knowledge that can be clearly expressed and recorded, such as documents, reports, etc; Implicit knowledge refers to knowledge that cannot be directly expressed and recorded, such as experience, skills, etc. The knowledge financing model combines explicit and implicit knowledge to achieve effective transmission and transformation of knowledge. This model emphasizes the differences and diversity of knowledge, which is conducive to knowledge innovation and development, but there are problems of knowledge loss and loss in practice.

The knowledge creation model is a knowledge management model proposed by Nonaka and Takeuchi in 1995. It divides the knowledge creation process into four stages: experience, reflection, conceptualization, and practice. The experience stage refers to individuals acquiring knowledge through practice and experience; The reflection stage refers to individuals reflecting and

summarizing their experiences, forming the meaning and value of knowledge; The conceptualization stage refers to the abstraction and conceptualization of knowledge, forming theories and models; The practical stage refers to applying theories and models to practice, generating new experiences and knowledge. The knowledge creation model emphasizes the practicality and innovation of knowledge, which is conducive to the application and promotion of knowledge. However, there are limitations and uncertainties in knowledge in practice.

The knowledge sharing model refers to a knowledge management model that promotes knowledge dissemination and utilization through sharing and communication. The knowledge sharing model emphasizes the sharing and collaboration of knowledge, which is conducive to the collective wisdom and innovation of knowledge, but there are issues of knowledge protection and privacy in practice. In order to protect the security and confidentiality of knowledge, organizations need to develop corresponding knowledge management strategies and measures to ensure the effectiveness and feasibility of knowledge sharing.

The knowledge management model refers to a framework or methodology used in the knowledge management process to guide and support organizational knowledge management activities. Different knowledge management models have their own advantages and disadvantages. Organizations need to choose suitable knowledge management models based on their own needs and situations, and improve and innovate based on actual situations. The application of knowledge management models can enhance an organization's innovation capability and competitiveness, and achieve maximum value and benefits of knowledge. A knowledge management model is a framework or method used to guide and promote knowledge management activities within an organization. Different models have their unique advantages and disadvantages. Organizations should choose knowledge management models based on their specific needs and circumstances. Continuous improvement and innovation in these models are crucial for optimizing knowledge value and benefits. The application of knowledge management models can enhance an organization's innovation capability and competitiveness by maximizing the value of knowledge. These theories provide valuable insights into the multifaceted nature of knowledge management models, emphasizing the importance of technology, human creativity, and structured processes in

managing organizational knowledge. In addition, they emphasize the need for organizations to adjust their knowledge management models according to their unique needs and continuously improve these models to maintain competitiveness and innovation.

The concept of knowledge management originated in the 1980s and was first proposed by Carl Weig in 1986. Its main goals include improving efficiency, gaining competitive advantage, promoting innovation, promoting knowledge sharing and learning, integrating knowledge, and continuously improving enterprise operations. The widespread application of knowledge management in China began around 2000. Knowledge management is a developing concept that involves the management of knowledge and broader extensions. Different researchers have defined knowledge management from different perspectives, but the core of consensus is to emphasize knowledge as the core, fully leverage the role of knowledge, and achieve a high degree of integration of knowledge, people, and technology. Knowledge management includes both the creation and utilization of knowledge. The types of knowledge management models mainly include: knowledge IPO management method, DIKW knowledge management method, and INKP knowledge management method. The process of a knowledge management project includes conceptualization, project initiation, strategic planning, management system design, system implementation, and continuous improvement through testing and evaluation. The application of these models can enhance the innovation ability and competitiveness of organizations, and achieve the maximization of knowledge value (Qiu, 2011).

Knowledge Management Model and Indicators for Regional Cultural Arts Exhibition in Liaoning Art Museum

An effective knowledge management model is crucial for organizing regional cultural and artistic exhibitions at Liaoning Art Museum. This model can not only promote the successful hosting and continuous improvement of exhibitions, but also enrich the cultural landscape of Liaoning region, enhance the professional level of art museum staff, and enhance the education and enjoyment experience of tourists. Based on the research in the first two sections and the results of the exhibition process and focus group discussions, we will

focus on designing a systematic knowledge management framework to achieve knowledge discovery, classification, organization, sharing, and innovation through the regional cultural and artistic exhibitions of Liaoning Art Museum.

Emphasis on knowledge discovery: The preparation stage of the exhibition is the foundation for the successful holding of the exhibition, and the focus on knowledge discovery is particularly crucial in this stage. At this stage, we will invest a lot of time and energy in fully preparing exhibition planning, and ensure the richness and depth of exhibition content by delving into relevant regional cultural historical materials and art works.

Firstly, we will conduct in-depth research and investigation on the exhibition theme. By comprehensively understanding the history, culture, and art of Liaoning region, we can identify an exhibition theme that can attract audiences and have academic depth. This requires in-depth exploration of the unique cultural heritage and historical background of the region to ensure the accuracy and attractiveness of the exhibition theme.

Secondly, we will investigate and study information on financial support and economic planning. Understanding the funding sources and financial support required for the exhibition is a crucial part of the exhibition preparation process. Through cooperation with relevant institutions and sponsors, we can obtain sufficient financial support to ensure the smooth progress of the exhibition.

Finally, we will conduct in-depth research and investigation on the feasibility of the exhibition. This includes evaluating the target audience of the exhibition and the suitability of the exhibition venue. By studying and analyzing these aspects, we can provide strong support for the smooth progress of the exhibition and lay a solid foundation for its successful hosting.

Implement refined knowledge classification, organization, and storage: One of the key steps to ensure the success of the exhibition is to implement detailed knowledge classification, organization, and storage during the exhibition preparation stage. This stage of work not only involves the classification and organization of regional cultural and artistic knowledge and

works, but also includes exhibition planning and academic analysis, laying the foundation for the smooth execution of the exhibition.

Firstly, the knowledge classification, organization, and storage during the exhibition preparation stage require in-depth exploration and analysis of the rich connotations of regional culture and art. This includes systematic classification and organization of works and their quality from different cultural fields, historical periods, and art genres, to ensure that the quality of exhibited works and exhibition content can present profound cultural heritage and artistic value while conveying information.

Secondly, exhibition planning and academic analysis are key tasks in the exhibition preparation stage. In the planning process, we need to clarify the theme and objectives of the exhibition, develop corresponding exhibition plans and content arrangements, and ensure that the exhibition can attract the interests of different audience groups. Meanwhile, academic analysis requires in-depth examination and evaluation of exhibition content from both theoretical and practical perspectives, in order to provide academic support and interpretation for the exhibition (Lu, 2015).

Finally, during the exhibition preparation stage, it is necessary to develop a detailed exhibition plan and exhibit management system. This includes planning for the selection, layout, and display methods of exhibits to ensure that the exhibition can fully showcase the artistic charm and cultural connotations of the exhibits, while providing visitors with a high-quality visiting experience. We will fully utilize digital application technology to meet the needs of different audience groups. Through digital technology, we can present exhibits to the audience in a more vivid and intuitive way, enhancing the interactivity and attractiveness of the exhibition. This also includes the digital storage, management, and application of regional cultural and artistic knowledge and works, making exhibits easier to manage and disseminate, providing audiences with a richer learning and participation experience. In addition, we will also establish a comprehensive display storage system in exhibition venues such as art museums to ensure the safety and reasonable management of exhibits during non-exhibition periods (Chu, 2006).

In summary, the knowledge classification, organization, and storage during the exhibition preparation stage are the foundation for the success of the exhibition. They provide solid theoretical and practical support for the exhibition execution stage, ensuring that the exhibition can proceed smoothly and achieve good results.

Emphasis on achieving knowledge sharing: In the regional cultural and artistic exhibitions held at the Liaoning Art Museum, we are committed to establishing an effective knowledge sharing platform. Exhibition activities are not only a platform for knowledge transmission, but also an important venue for knowledge sharing. We will focus on achieving knowledge sharing, enhancing knowledge exchange between people and organizations through exhibition activities, promoting the sharing of experiences and perspectives, and inspiring creativity and inspiration.

Firstly, the exhibition execution phase is a crucial stage of exhibition activities, and we will focus on exhibition layout and exhibition space planning. Through scientific and reasonable display layout and spatial design, we will provide a comfortable viewing environment for the audience to better understand the exhibits. At the same time, in terms of exhibition layout and display, we will fully utilize digital technology to present exhibits to the audience in a vivid and intuitive way, enhancing the interactivity and attractiveness of the exhibition (Zhu et al., 2020).

Secondly, the opening of the exhibition is an important moment for exhibition activities, and we will attach great importance to reception and promotion work. Through carefully arranged reception processes and promotional activities, we will attract more visitors to participate in the exhibition, while advocating for open sharing of knowledge, allowing viewers to have a deeper understanding of the exhibition content and exchange views and experiences with others (Wang, 2014).

Finally, during the exhibition, we will focus on showcasing the functions of public education and social entertainment, providing audiences with a rich and diverse participation experience. By organizing symposiums, seminars, and lectures, we will provide a platform for exhibition participants to exchange and share experiences, promoting communication and cooperation among them. At

the same time, we will encourage audiences to share their perspectives and experiences through social media platforms and interactive activities during exhibitions, thereby promoting knowledge sharing and dissemination.

In summary, in the regional cultural and artistic exhibition held at the Liaoning Art Museum, we will focus on achieving knowledge sharing through a series of measures such as exhibition execution, exhibition opening, and exhibition period, integrating knowledge sharing into all aspects of the exhibition, providing audiences with a rich and diverse platform for knowledge exchange, and promoting the inheritance and development of cultural and artistic heritage.

Promoting the utilization and innovation of knowledge: Finally, we will strive to promote the utilization and innovation of knowledge. We will continuously improve our knowledge management model and apply it to practice, enriching personal knowledge through exhibition activities, while providing services for new creative exhibition activities, achieving team sharing and innovation.

Firstly, we will continuously optimize the effectiveness of exhibition execution and improve the quality and efficiency of the exhibition through evaluation and feedback mechanisms. Through audience feedback and evaluation, we can understand the shortcomings of the exhibition and make timely improvements and adjustments.

Secondly, we will encourage exhibition participants to participate in the innovation of the exhibition. Through creative solicitation activities and artist salons, we will provide exhibition participants with a stage to showcase their creativity and talents, thereby promoting innovation and development of the exhibition.

Finally, we will actively explore the social impact and cultural value of exhibition activities. Through public education activities and social interaction projects during the exhibition, we will promote the social influence and cultural value of the exhibition, and provide strong support for the cultural inheritance and development of Liaoning region.

Based on the above analysis, we can conclude that Liaoning Art Museum should adopt a systematic knowledge management model when hosting regional cultural and art exhibitions to ensure the successful holding and continuous improvement of the exhibitions. This model includes four main aspects: firstly, it focuses on knowledge discovery, identifying attractive and academically profound themes through in-depth research and investigation during the exhibition preparation stage, while also understanding financial support and exhibition feasibility. Secondly, it is necessary to implement detailed knowledge classification, organization, and storage, including systematic classification and organization of regional cultural and artistic knowledge and works, as well as exhibition planning and academic analysis. The third is to focus on achieving knowledge sharing and enhancing knowledge exchange through exhibition activities, including exhibition design and opening reception during the exhibition execution phase, as well as public education and social entertainment functions during the exhibition period. Finally, it is to promote the utilization and innovation of knowledge, by continuously optimizing the performance of exhibitions, encouraging exhibition participants to participate in innovation, and actively exploring the social impact and cultural value of exhibition activities. The knowledge management model of Liaoning Art Museum integrates knowledge discovery, classification and organization, sharing, and innovation into various aspects of the exhibition, providing a solid foundation and support for the smooth progress and continuous improvement of the exhibition. By establishing such a knowledge management model, Liaoning Art Museum can better organize and manage exhibition activities, improve the quality and efficiency of exhibitions, and promote the development and prosperity of local cultural and artistic undertakings (Ren, 2019).

Comprehensive analysis shows that Liaoning Art Museum faces various challenges and improvement opportunities in knowledge management. Firstly, it is necessary to strengthen the exploration and planning of exhibition themes, financial support, economic planning, and talent team construction to ensure the academic and financial stability of the exhibition. Secondly, the preservation and digital application of exhibits need to be improved to enhance the level of information technology and cultural relic protection in exhibitions. In terms of knowledge sharing, exhibition layout, promotion, and comfortable rest areas need to be optimized to attract a wider audience and enhance their visiting experience. Finally, in terms of knowledge utilization and innovation, Liaoning

Art Museum needs to strengthen the design of exhibition innovation, social and entertainment functions, and establish effective evaluation and feedback mechanisms to continuously improve exhibition effectiveness and enhance its social influence. The case shows that in response to these challenges, the art museum has taken various measures, such as strengthening cooperation and communication, developing sustainable management and financial structures, implementing inclusive strategies, etc., to improve operational level and social influence. These measures reflect the importance of knowledge discovery, organizational storage, sharing, utilization, and innovation, providing valuable reference and inspiration for Liaoning Art Museum.

New Knowledges Remark

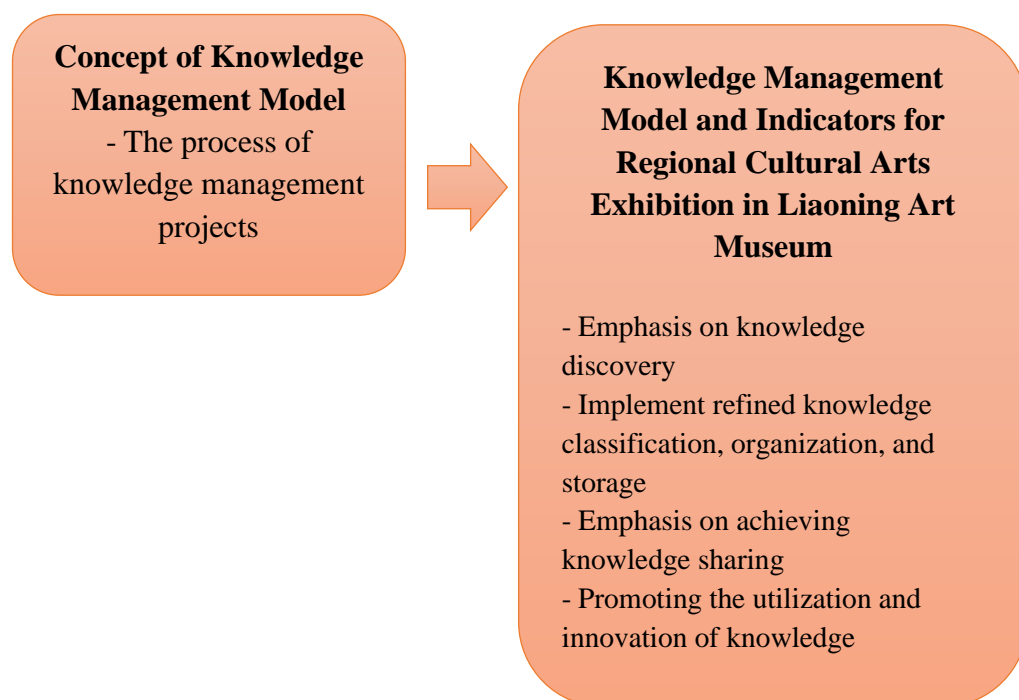


Figure 1: Diagram Show the Concept of Knowledge Management Model.

Conclusions

Comprehensive analysis shows that Liaoning Art Museum faces various challenges and improvement opportunities in knowledge management. Firstly, it is necessary to strengthen the exploration and planning of exhibition themes, financial support, economic planning, and talent team construction to ensure the academic and financial stability of the exhibition. Secondly, the preservation and digital application of exhibits need to be improved to enhance the level of information technology and cultural relic protection in exhibitions. In terms of knowledge sharing, exhibition layout, promotion, and comfortable rest areas need to be optimized to attract a wider audience and enhance their visiting experience. Finally, in terms of knowledge utilization and innovation, Liaoning Art Museum needs to strengthen the design of exhibition innovation, social and entertainment functions, and establish effective evaluation and feedback mechanisms to continuously improve exhibition effectiveness and enhance its social influence. The case shows that in response to these challenges, the art museum has taken various measures, such as strengthening cooperation and communication, developing sustainable management and financial structures, implementing inclusive strategies, etc., to improve operational level and social influence. These measures reflect the importance of knowledge discovery, organizational storage, sharing, utilization, and innovation, providing valuable reference and inspiration for Liaoning Art Museum.

References

- Chu, J. (2006). **Introduction to Knowledge Management**. Tsinghua University Press Co., Ltd.
- Lu, X. (2015). **Exploration of Brand Management in Art Museum Exhibitions**. *Art and Technology*, 2015(6), pp. 6-7.
- Qiu, J. (2011). **Introduction to Knowledge Management**. Higher Education Press.
- Ren, B. (2019). **Exploration of the Current Management Status and Development Strategies of Provincial Art Museums**. *Cultural Industry*, 2019(16), p. 2.
- Sun, S. (2018). **Exploring the Brand Construction of Provincial Art Museums from the Perspective of Regional Culture** (Doctoral dissertation). Hunan Normal University.
- Tian, J. (2019). **Research on Sustainable Development of Songliao Regional Culture**. Intellectual Property Publishing House.
- Wang, S. (2014). **Research on the Relationship between Art Museums and Regional Culture** (Doctoral dissertation). Central Academy of Fine Arts.
- Ye, Y., Chen, H., & Chen, H. (2019). **Knowledge management processes, technical tools, models, and strategies in the era of big data**. *Library and Information Work*, 63 (5), p. 9.
- Zhu, J., Li, B., & Ji, Z. (2020). **Research on Enterprise Knowledge Management Model Based on Regional Innovation Networks**. *Intelligence Theory and Practice*, 43 (2), p. 7.