

# A Multi-Dimensional Analysis of the J Museum Cluster in Urban Renewal and Marketing: A Case Study Approach

Hao Yue Bai<sup>1</sup>, Jung Hee Kim<sup>2</sup>

<sup>1</sup> Doctoral Candidate, Department of Business Administration, Jeju National University, Korea,  
[b89763323@gmail.com](mailto:b89763323@gmail.com)

<sup>2</sup> Professor, Department of Business Administration, Jeju National University, Korea,  
[krjeju@jejunu.ac.kr](mailto:krjeju@jejunu.ac.kr)

Corresponding author: Jung Hee Kim

**Abstract:** This study aimed to investigate the impact of the J Museum Cluster on urban renewal and marketing, exploring its role in economic and social development, comparative insights and economic sustainability, sustainable urban growth and resilience, and cultural integration and community well-being. Utilizing a comprehensive case study design, this research employs an integrated approach, combining qualitative and quantitative methods. Document analysis, semi-structured interviews, and web scraping, supported by NVivo and Scrapy software, provide a nuanced exploration of the intricate dynamics between the J Museum Cluster and the urban landscape. Results of the study revealed novel contributions to the existing body of knowledge, including empirical evidence of the J Museum Cluster's transformative effects, a theoretical emphasis on symbiotic relationships, and practical insights for urban planners and policymakers. Key findings highlight a substantial decrease in the unemployment rate, notable job creation, and GDP growth in D County. Infrastructure development is evident through tangible growth in hotels, campsites, and parks, redefining A Town as a cultural and tourist hub. The outcomes provide practical considerations for urban planners and marketers seeking to leverage cultural assets for comprehensive urban development, delivering valuable empirical insights into the synergy of museum clusters, urban renewal, and effective city marketing.

**Keywords:** Urban Renewal, Urban Marketing, Museum Cluster, Museum Economy

## 1. Introduction

In recent years, museums have undergone changes in their functions and positioning due to the evolving times. In 2022, the International Council of Museums (ICOM) redefined museums as non-profit, permanent institutions dedicated to researching, collecting, preserving, and exhibiting heritage. They emphasize public accessibility, inclusion, diversity, and sustainable development, operating ethically and collaboratively with communities to provide diverse educational experiences[1]. This definition comprehensively reflects the traditional functions of museums as we know them. However, beyond these traditional roles, with the emergence of museum clusters, the scope of museum functions has expanded into areas such as poverty alleviation, urban renewal, and city marketing within the context of social development. China is currently experiencing a surge in museum construction, whether in economically developed first-tier cities in the east or central and western cities relying on fiscal transfers to sustain urban operations. From just 300 museums in 1978, there are now 6,183 registered museums in 2021, the trend of using museums as a catalyst for urban renewal and

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promoting museum-led development in cities continues to grow[2].

The history of culture-based urban renewal and marketing spans various decades. Beginning with efforts to reshape urban images in the 1950s through "Urban Reconstruction," the concept of "Urban Redevelopment" emerged in the 1970s-1980s, guiding policy implementation. Cultural-based urban renewal took root in Baltimore in the 1970s, extending its influence to Europe. Facing crises from de-industrialization, European cities like Glasgow and Bologna turned to culture to rejuvenate their urban landscapes from the 1980s onwards[3][4]. The Guggenheim Museum's 1997 opening in Bilbao, Spain, is hailed as a successful model for economic and social revitalization. Its impact encompassed economic growth, job creation, increased social activity, image reshaping, and heightened urban competitiveness[5]. The extraordinary success of the Guggenheim Museum in Bilbao, particularly in its economic and social contributions to urban renewal and marketing, even coined the term the "Bilbao Effect"[6][7]. Subsequently, cities worldwide adopted the slogan of the "Bilbao Effect," eagerly establishing museums as tools for urban renewal. As societies delve into the historical backdrop of culture-based urban renewal and marketing, the J Museum Cluster emerges as a contemporary exemplar, offering a unique blend of cultural preservation and economic revitalization.

Explored the historical tapestry of culture-based urban renewal and marketing, the J Museum Cluster emerged as a contemporary exemplar in the context of China. The emergent role of museum clusters as catalysts for urban development had gained attention, yet limited research had delved into this phenomenon within the Chinese context. The study sought to fill this void by exploring how the J Museum Cluster contributed to economic and social development, shedding light on the dynamics that make museum clusters pivotal forces in shaping urban landscapes and driving progress.

The study aimed to investigate the economic and social development impacts of the J Museum Cluster, with the goal of providing nuanced insights into the pivotal role of museum clusters in urban renewal and marketing. The specific objectives included shedding light on the economic and social dimensions of the J Museum Cluster and their broader implications. Additionally, the study sought to compare findings with renowned cases like the Guggenheim Museum in Bilbao, aiming to gain comparative insights and understand the economic sustainability of museum clusters. Furthermore, the research aimed to explore the long-term viability and resilience of urban renewal efforts driven by museum clusters. An integral objective was to understand how museum clusters integrated into their communities and contributed to residents' well-being, emphasizing the community-oriented aspects of these cultural institutions.

## **2. Literature Review**

### **2.1 Urban Renewal: Transformative Dynamics in Contemporary Urban Development**

The attention to urban renewal has been increasing in developed countries and regions. This is driven by the global societal value changes brought about by the waves of globalization and neoliberalism, as well as the significant trends in the transformation of urban development models. The urban development paradigm has shifted from modernism to postmodernism, from quantity-oriented to quality-oriented, from problem-solving to structural adjustment, and from emphasis on basic production to emphasis on the living environment[8]. Amidst this epochal change, urban planning paradigms have shifted from the past focus on city development-centric thinking to sustainable development models such as urban regeneration and management. Urban renewal refers to the process of restoring and improving the material, social, and economic aspects of urban areas. It involves a wide range of activities such as renovating buildings, enhancing public spaces, upgrading infrastructure, attracting investments and new businesses, and promoting cultural and social activities. The goal of urban renewal is to transform deteriorated or neglected areas into vibrant and appealing

places, providing residents with a high quality of life. This can be achieved through various means, including providing new housing, creating employment opportunities, promoting tourism and recreational activities, and enhancing community cohesion. Urban renewal projects are typically driven by collaboration between the public and private sectors, involving cooperation among local governments, developers, investors, and community groups. It may also involve various stakeholders, including residents, business owners, and non-profit organizations.

Different researchers have different definitions of urban renewal and the spillover effects it generates. Scholars in museum studies point out that the spillover effects of museum activities in urban renewal reflect the city's image, economic development, and tourism development[9]. Generally, urban renewal is defined in dictionary terms as "restoring vitality to a city," which means to reactivate a city. It is also interpreted as a "major surgery" on cities that have lost vitality or lagged behind the times, giving them a new lease on life[10]. Some scholars define urban renewal as the "recreation of urban areas that have been relatively sluggish or in decline due to the predominant urban expansion of new towns and suburbs, introducing new vitality and functions." The basic directions are economic renewal, social renewal, environmental renewal, and facility renewal[11]. Furthermore, the spillover effects of urban renewal are categorized into cultural, economic, physical, environmental, and lifestyle aspects. Museum clusters, with their well-developed infrastructure, diverse venue contents, and strong reception capacity, distinguish themselves from traditional single museums and are more favored by visitors. On the urban renewal level, exclusive cultural and tourism intellectual property rights can be established, radiating to surrounding areas to drive the upgrading of integrated urban and rural industries.

## **2.2 Urban Marketing: Strategic Imperatives for City Attractiveness and Sustainability**

Urban marketing, as a strategy for city management and development, aims to enhance a city's attractiveness, sustainability, and competitiveness[4]. It integrates traditional marketing principles with urban planning methods to drive economic growth, cultural richness, and social development. The history of urban marketing can be traced back to the early stages of urban development and the tourism industry, with roots in the European Renaissance. In the late 19th century, the U.S. Railway Acts had a significant impact on urban marketing. Starting in 1854, the Illinois Central Railroad Company initiated advertising campaigns to promote towns along its railway, marking the early pioneers of urban marketing activities[12].

The evolution of urban marketing theory can be divided into three main stages. The first stage was the Urban Sales (Promotion) Stage (1930s-1950s). This stage actively promoted the sale of real estate, tourism, and manufacturing resources within the city to gain commercial value. Emphasis was placed on promoting the city's image through promotional means, attracting investments, developing industries and manufacturing, and drawing more tourists and immigrants[4]. The second stage was the Urban Selling (Selling) Stage (1960s-1970s). This stage focused on urban renewal, reshaping the city's image, and employing selling strategies in specific areas[3]. Intensified competition between cities led British scholars to integrate urban selling methods into government city planning, emphasizing the central role of the city's image in urban marketing, influencing consumer decision-making and preferences. The third stage was the Urban Marketing Stage (1980s to present). In this stage, "urban marketing" became closely related to "marketing science," evolving into an independent discipline. This period highlighted the importance of market positioning, city image, and brand building in the competition. Urban marketing not only emphasizes city characteristics but also focuses on strategic implementation, such as city positioning and branding, to gain a competitive advantage[13]. City branding, a research branch in this field, emerged in the 1990s and became a significant research focus, involving theories of communication and emphasizing the role of city image in global

communication[14]. In summary, the historical development stages of urban marketing underscore the importance of cities in development, attracting investments, and promoting culture. It also emphasizes that in a highly competitive context, shaping the city's image and brand is crucial for urban success.

### **3. Research Methodology**

#### **3.1 Research Design**

This study adopted a comprehensive case study design to investigate the intricate dynamics between the J Museum Cluster and urban renewal and marketing. A case study approach allows for an in-depth exploration of the specific context, offering a holistic understanding of the museum cluster's impact on the urban landscape. Due to the lack of theoretical research related to the impact of museum clusters on urban regeneration and marketing, the use of exploratory qualitative research could generate important theoretical constructs and interpretations from the textual information generated by the research subjects. This study gathered information through documentation from the J Museum Cluster, publications from local government and tourism bureaus, web scraping, and semi-structured interviews. The utilization of NVivo and Scrapy software enhanced the depth and breadth of the analysis, ensuring a nuanced examination of both qualitative and quantitative aspects.

#### **3.2 Research Instrument**

Document analysis formed the cornerstone of this research, involving the examination of historical records, official documents, exhibition catalogs, marketing materials, and publications from the J Museum Cluster, local government, and tourism bureaus. This method offers crucial insights into the historical background, organizational structure, and promotional strategies of the museum cluster.

Scrapy, a web scraping framework, was used to collect quantitative data from online sources such as news articles, social media platforms, and official websites. This method facilitated the extraction of relevant data on public perception, visitor trends, and promotional activities related to the J Museum Cluster.

Semi-structured interviews were conducted with key stakeholders, including management, curators, marketing teams, and visitors of the J Museum Cluster. This approach allowed for a qualitative exploration of diverse perspectives, experiences, and insights, providing detailed information on the operation, development, and market promotion of the museum cluster.

#### **3.3 Data Gathering Procedures**

The data collection process unfolded systematically, progressing through distinct phases to ensure a comprehensive and nuanced understanding of the J Museum Cluster's impact on urban renewal and marketing. Commencing with an extensive literature review and thorough document analysis, the initial stages laid the foundation for contextual understanding, anchoring the subsequent data collection activities. Three visits to the J Museum in October-November 2023 collected qualitative data through in-depth interviews with key stakeholders. Simultaneously, quantitative data was captured using the web scraping to ensure a diversity of perspectives. The adoption of a triangulation approach, cross-referencing data from literature, documents, surveys, interviews, and web scraping through Scrapy, fortified the reliability and validity of the findings.

### 3.4 Statistical Tools

The mixed-methods approach involves the integration of qualitative and quantitative data at various stages of the research. Qualitative data from document analysis, interviews, and observations were subjected to NVivo's inductive analysis to identify emerging themes and patterns. NVivo was pivotal in delving into qualitative data, offering advanced capabilities for systematically analyzing information gathered from interviews, on-site observations, and document analysis. Through coding and categorization, NVivo aided in uncovering themes, patterns, and insights within qualitative data, enriching the depth of our understanding. Specifically, used semi-structured interviews to interview relevant personnel, and then carried out analytical summarization of the interview data to refine the conclusions by conceptualizing and categorizing the events. In the process of data analysis, mainly referred to the procedural rooting theory and used NVivo12.0 software to code the interview data with open, axial, and selective coding. If a new category appeared during the process of coding the interview data, the interviews were continued until no new categories appeared, thereby reaching theoretical saturation. To mitigate subjective bias, two researchers independently coded the interview data, ensuring reliability in the study's findings. Concurrently, Complementing NVivo, Scrapy, a web scraping framework, was crucial in efficiently gathering quantitative data from online sources, such as visitor reviews and feedback. Web scraping with Scrapy provided a real-time pulse on public perceptions, contributing a dynamic layer to the study's insights to ensure a comprehensive exploration of the J Museum Cluster's multifaceted impact.

### 3.5 Case Selection Criteria

Firstly, the area's prior decline served as a crucial baseline, ensuring a distinct contrast between the pre-and post-introduction of museum clusters. The emphasis on museum clusters, rather than isolated museums, allowed for a holistic examination of the collective impact of interconnected cultural institutions. Additionally, the criterion of a minimum 15-year establishment period ensured a nuanced analysis of the J Museum Cluster's long-term contributions, given its inception in 2003. The final criterion mandated a demonstrable economic and social impact, ensuring that the selected case study presents substantive evidence of tangible benefits to the local community and urban landscape.

## 4. Case Description

### 4.1 Case Background

A Town is a national 5A-level tourist attraction, which was built in the Tang Dynasty, and most of the existing old-style neighborhood buildings were built in the late Qing Dynasty and the early Civil War. The combination of Chinese and Western styles and the solemn, elegant, and generous courtyards create a special architectural style of A Town. At present, there are 27 old public halls, 71 modern museums, 16 cultural protection units, more than 10 million collections, and 3,655 national-level cultural relics.

The J Museum Cluster is located in A Town, D County, established in 2003. It is a new museum built on remote land or abandoned factories, dedicated to promoting cultural heritage, boosting the local economy, and enhancing the overall quality of life for residents—a comprehensive urban renewal project. With a total area of approximately 330,000 square meters, including over 100,000 square meters of built-up space, the cluster houses a collection of over ten million cultural artifacts, with 4,790 items classified as national precious cultural relics[15]. J Museum Cluster is characterized by its collection of significant artifacts related to war, folklore, historical events, and more. Currently, 33

thematic venues that tell the history of the war, customs and culture, earthquake relief, and patriotic education have been completed and opened. It is also second to none among Chinese museums in terms of capital investment, the number of collections, the scale of construction, and the dimension of the pavilion area[16].

#### 4.2 Development Process

The development of the J Museum Cluster traces back to the project planning phase, during which the government collaborated with relevant stakeholders to establish the development vision and goals for the museum cluster. Subsequently, detailed market research and community surveys were conducted to determine the museum's themes, exhibit contents, and the overall layout of the cluster. On 5 May 2003, City C listed the J Museum Cluster project as a key government project.

The construction of the museum cluster occurred in multiple phases, including infrastructure development, museum architecture design and restoration, and improvements to the surrounding environment. Throughout the construction process, the government actively engaged professional teams, including museum scholars, architects, and tourism planning experts, ensuring the project's comprehensiveness and sustainability. At the beginning of June 2004, the design of the municipal foundation of the museum cluster was completed, and on 15 August 2005, the museum cluster was opened.

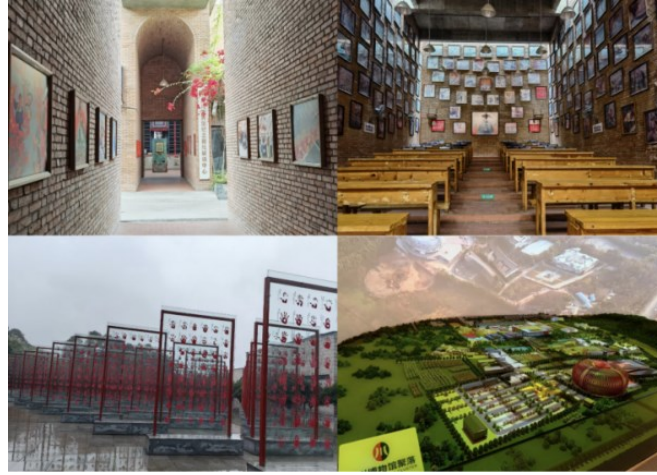
#### 4.3 Museum Cluster Features

The uniqueness of the J Museum Cluster lies in its diversity. The museum cluster encompasses museums with different themes, a cultural and creative industry park, and traditional handicraft workshops, among other elements. The museum themes cover local history, art, natural ecology, and various other aspects, aiming to showcase the diverse cultural heritage of the museum cluster. Currently, 29 exhibition halls and four themed squares are open to the public [Fig. 1]. This diverse thematic design attracts visitors with various interests and preferences, providing a profound cultural experience.



[Fig. 1] J Museum Cluster Layout

The museum cluster features a cultural and creative industry park, providing a platform for artists and creative enterprises to thrive [Fig. 2]. This characteristic promotes the prosperity of the arts and creative industries, offering local creators opportunities to showcase their work and collaborate, making the museum cluster a center for innovation and artistic development.



[Fig. 2] Cultural and Creative Industry Park

Within the museum cluster, the presence of traditional handicraft workshops reflects the appreciation and preservation of local traditional crafts. These workshops not only serve as custodians of cultural heritage but also provide visitors with participatory experiences, allowing them to personally experience and learn traditional craftsmanship skills [Fig. 3].



[Fig. 3] Traditional Craft Experience Store

The planning of the J Museum Cluster extends beyond the museum buildings themselves, covering improvements to the surrounding environment and overall urban planning. This feature ensures the organic integration of the museum cluster into the local community, enhancing the overall quality of the urban landscape. The design and construction of the J museum cluster deeply incorporate regional characteristics [Fig. 4]. Considerations for local history, cultural traditions, and architecture are evident in the building style, exhibit selection, and cultural activities, ensuring that the museum cluster has both an international perspective and maintains local characteristics.



[Fig. 4] Localization Buildings

## 5. Analysis

### 5.1 Promoting Urban Economic Prosperity

Museum clusters, through urban regeneration, not only inject new cultural vitality into the city but also play a crucial role in promoting urban economic prosperity. The establishment and development of this urban renewal project have created multiple positive effects on the local economy. The construction of museum clusters often requires a substantial amount of human resources, involving various fields such as architectural design, exhibition planning, and cultural heritage preservation. This provides abundant employment opportunities for the local population, particularly attracting many young cultural and creative professionals. Simultaneously, the operation and management of museum clusters require specialized talents, including curators, educators, and marketing personnel, introducing diversity and high value-added employment opportunities to the urban job market. The development of museum clusters also stimulates the prosperity of surrounding industries. For instance, the surrounding areas may witness the emergence of various cultural and creative product design and production jobs. Museum clusters attract more tourists and culture enthusiasts, thereby driving the development of surrounding businesses and creating additional economic value for the city. Some examples of these instances are the following:

In 2021, D County witnessed the addition of 6,397 new jobs in urban areas, 1,935 people returning to employment after unemployment, 5,920 people transitioning from agriculture to non-agricultural industries, and 1,166 university graduates employed or engaged in entrepreneurship. The urban registered unemployment rate was 3.5%. According to the preliminary results of the unified accounting of gross domestic product (GDP) in Chengdu City, D County's GDP reached 31.74 billion CNY in 2021, an 8.1% increase from the previous year. Among this, agricultural value added was 3.405 billion CNY, industrial value added was 13.135 billion CNY, and service industry value added was 15.2 billion CNY, growing by 6.1%, 8.4%, and 8.5%, respectively. Their contribution rates to economic growth were 11.9%, 39.9%, and 48.2%, and the industrial structure was 10.7:41.4:47.9. Calculated per capita based on the permanent resident population, the per capita regional GDP was 61,679 CNY, showing an 8.1% increase. In 2022, D County's GDP reached 32.988 billion CNY, with a growth of 3.4% compared to the previous year at constant prices. Among these, the added value of agriculture was 3.332 billion CNY, growing by 4.8%; industrial added value was 13.322 billion CNY, with a growth of 3.8%; and the added value of the service industry was 16.334 billion CNY, showing an increase of 2.7%. The industrial structure is distributed as 10.1:40.4:49.5. The respective contributions to economic growth were 22.0%, 42.1%, and 35.9%. Calculated based on the permanent



resident population, the per capita regional GDP was 64,467 CNY, marking a 4.0% increase. Throughout the year, there were 6,382 new urban jobs, 1,166 re-employed urban unemployed individuals, 5,516 rural surplus laborers transferred to non-agricultural industries, and 1,299 college graduates employed or engaged in entrepreneurship [Table 1][17]. Since the opening of the J Museum Cluster, the unemployment rate in D County has significantly decreased, and the proportion of the service industry has increased year by year[18].

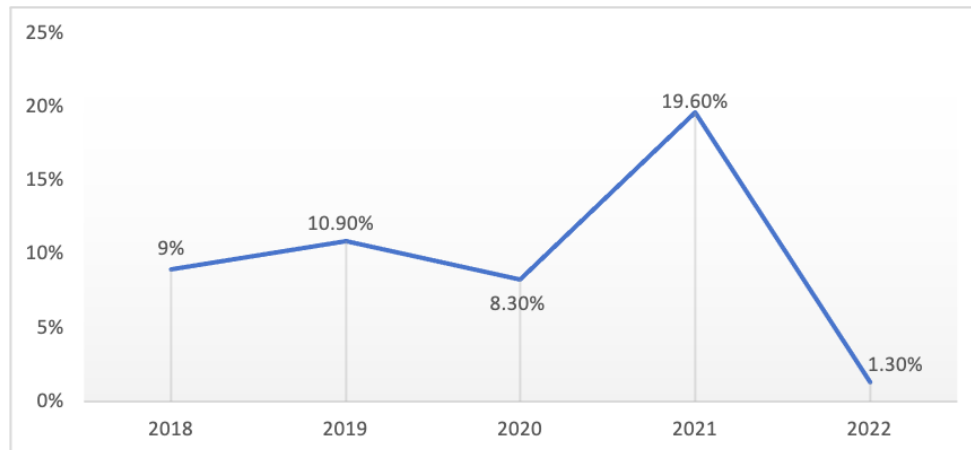
[Table 1] Economic Indicators for 2021-2022

	GDP			
	GDP	Growth Rate	Per Capita GDP	Growth Rate
2021	31.74 billion	8.10%	61679	8.10%
2022	32.988 billion	3.40%	64467	4.00%
	Employment Situation			
	Urban New Employment	Re-employment	Agricultural to Non-Agricultural Migration	Absorption of College Graduates
2021	6397	1935	5920	1160
2022	6382	1166	5516	1299
	Industrial Structure			
	Agriculture	Industrial	Service	Total
2021	11.90%	39.90%	48.20%	100%
2022	22.00%	42.10%	35.90%	100%

### 5.2 Improving Surrounding Infrastructure

As a crucial node connecting urban and rural areas, a central region, and a settlement area, A Town in D County plays a vital role in forming a beneficial cycling system in the national land spatial structure. The establishment and successful operation of the J Museum Cluster are pivotal in providing an opportunity for the expansion of physical tourism infrastructure in A Town and the surrounding areas. As of the base year 2021, more than a hundred facilities such as hotels, campsites, and parks are under construction. The increased infrastructure not only facilitates the residents living there but also attracts visitors. Particularly noteworthy is the opening of the Jin Gui Mansion Hotel, named after a thousand golden Osmanthus trees. It is the only star hotel in the country themed after the red era. Another significant development is the construction of the Chongqing branch in the site transformation. The location was the former site of the Hanyang Arsenal, founded by Zhang Zhidong during the Self-Strengthening Movement, and also the site of the First Arsenal of the National Government's Arsenal Bureau during the Anti-Japanese War. Many cities worldwide are exploring urban planning schemes for the renewal of old factory cities. Compared to urban redevelopment, rejuvenating urban renewal through the introduction of museum construction is a viable solution to preserving and utilizing modern heritage in the region and improving infrastructure. It is worth noting that the annual total social fixed asset investment increased by 1.3% compared to the previous year. Broken down by industry, agricultural investment grew by 8.5%; industrial investment declined by 18.0%; and service industry investment increased by 20.0%. From 2018 to 2022, fixed asset investment overall showed a growth trend [Fig. 5]. Lastly, the J Museum Cluster has played a crucial role in advancing various large-scale construction projects in A Town and the surrounding areas, including the planning, design, and exhibition of dozens of projects like the Mianyang China's Two-

Bomb City. The open space provided by the J Museum Cluster offers diverse cultural experiences for citizens, stimulates artistic development, and fosters urban creativity.



[Fig. 5] Growth Rate of Fixed Assets Investment from 2018 to 2022

### 5.3 Driving Regional Tourism Activity

Museum clusters can serve as the cornerstone of the tourism industry. With the establishment and opening of the J Museum Cluster, the development and utilization of A-Ancient Street, agricultural zones, and mansion estates, have spurred significantly, transforming A Town into a distinctive cultural and tourist hotspot. A Town has emerged as the only "Chinese Museum Town" and one of the first "Chinese Characteristic Towns" nationwide, making a positive contribution to the coordinated development of urban and rural areas and the integration of industry and town[19]. Leveraging a massive base of tourists, businesses in A Town, including restaurants, accommodations, and specialty shops, have also reaped the benefits. The J Museum has brought increased attention and recognition to the local tourism industry. Visitors sharing their museum experiences on social media contribute to the promotion of local tourism. This form of promotion not only helps attract more tourists but also enhances local visibility. The establishment and development of the museum have elevated the city's image and reputation, turning it into a local landmark and tourist attraction. This has added new cultural and tourism elements to the city, contributing to its image and development. As one of the pioneering private museums in urban renewal and marketing, the J Museum Cluster keeps pace with the times, innovates its work, actively explores the development path of non-state-owned museums, and engages in new approaches and strategies for participating in the flourishing socialist cultural development. Going a step further in marketing and promoting tourism in Sichuan and surrounding areas, the J Museum Cluster, as the core organization of regional cooperation, proactively drives regional tourism. Through the tourism products offered by J Museum's cultural and creative endeavors, the revisit rate of existing tourists has increased, making a positive contribution to the sustained development of the regional tourism industry.

From an economic perspective, the direct manifestation of museum construction and operation in urban marketing is the change in the number of visitors. According to statistical data, in just the year 2019, over two million visitors toured the J Museum Cluster in A Town. In the first four months of 2021, there was a 15% increase in visitor numbers compared to 2019. Furthermore, according to data from the National Cultural Heritage Administration, Chongqing's Jiulongpo District J Museum, completed in 2017 and benefiting from the "opening effect" associated with its reputation, attracted 620,000 visitors in the same year. In the ranking of "Top Ten Museums with Cultural Relics Collections in Sichuan Province," the Sichuan J Museum Cluster consistently holds the first

position[20]. In the ranking of visitor numbers among 25 national first-tier museums in Sichuan, Shaanxi, and Chongqing by the China Cultural Relics Exchange Center, the J Museum Cluster is ranked sixth. The cluster has achieved excellent performance in terms of visitor service levels, media exposure, and visitor numbers.

#### **5.4 Symbiotic Relationship**

China advocates sustainable development tailored to local conditions, and the introduction of museum clusters plays a crucial role in the economic and cultural development of cities. The J Museum, in addition to attracting local residents to actively participate in museum activities through various media projects, also plays a centripetal role in the cultural life of residents in Shaanxi, Chongqing, and Sichuan provinces, including the local region. There are two key reasons why museums can root themselves in local life and the lives of local residents. Firstly, the J Museum Cluster coexists closely with the community, fostering harmonious development. Its unique thematic focus has earned it recognition as a Chinese cultural industry demonstration base and a Chinese patriotic education base. Regular events such as the Red Tourism Cultural Festival are organized, thereby strengthening the relationship between the museum cluster and the community. Secondly, it establishes a new type of symbiotic relationship with government efforts. The J Museum Cluster, in the context of urban renewal, has produced economic spillover effects, reflected in its collaborative efforts with local governments. For instance, both parties are deepening cooperation around the unique biogas culture and distinctive industrial culture in the Anju area. This collaboration accelerates Anju's transformation into a preferred destination for western region leisure tourism and a model for China's rural revitalization. The collaboration focuses on projects such as the Biogas Culture Expo Park. Initiatives include establishing a biogas culture research institution, delving into the connotations of agricultural and biogas cultures, integrating academia and industry to exploit biogas culture resources. Simultaneously, efforts are made to diversify the park's business offerings in areas like dining, accommodation, transportation, sightseeing, shopping, entertainment, and education, creating a comprehensive biogas culture expo park and facilitating comprehensive urban renewal. Similarly, collaborative projects are developed around the Mahjong Culture Expo Park. Leveraging the cultural heritage of Huang'e Ancient Town's Zone B, the collaboration focuses on implementing a distinctive consumer goods industry and promoting the scaled development of the Mahjong industry throughout the region. The collaboration establishes unique local infrastructure, stimulates innovation in cultural and creative industries, attracts relevant professionals to D County, and creates employment opportunities in new industrial sectors, thereby propelling local economic development through cultural initiatives.

## **6. Results and Discussion**

### **6.1 Economic and Social Impact**

The study intended to shed light on the Economic and Social of the J Museum Cluster and their broader implications. From an economic standpoint, statistical data spanning 2021-2022 highlights significant positive effects on D County's economy attributable to the J Museum Cluster. This includes a notable increase in GDP, job creation, and a decline in urban unemployment rates. In 2021, D County witnessed an 8.1% increase in GDP, reaching 31.74 billion CNY, and this positive trend continued in 2022 with a 3.4% growth, reaching 32.988 billion CNY. Importantly, this economic growth was accompanied by a considerable surge in employment, with the addition of 6,397 new jobs in urban areas in 2021, contributing to a decrease in the urban registered unemployment rate to 3.5%.

The study positions the J Museum Cluster as a pioneering force among private museums, consistently innovating in urban renewal and marketing. While this study sheds light on the inherent characteristics of the J Museum Cluster, it is essential to delve into the broader implications of its innovative approaches. The success of the J Museum Cluster underscores the potential for other private museums globally to adopt similar strategies, promoting economic and social development through cultural initiatives. This model prompts a broader discussion on the adaptability and scalability of such approaches in diverse cultural and urban contexts.

## **6.2 Comparative Insights and Economic Sustainability**

One of the study's objectives was to compare findings with renowned cases, such as the Guggenheim Museum in Bilbao, to gain comparative insights and understand economic sustainability. The establishment of museum clusters as catalysts for urban development found resonance in the experiences of renowned cases, such as the Guggenheim Museum in Bilbao. Lazeretti, a scholar in museum studies, emphasizes the spillover effects of museum activities in urban renewal, particularly in shaping a city's image, contributing to economic development, and fostering tourism[9]. This study aligns with these notions, illustrating that the J Museum Cluster has indeed become a driver for broader urban development, echoing the transformative impact witnessed in Bilbao.

## **6.3 Sustainable Urban Growth and Resilience**

The study aimed to explore the long-term viability and resilience of urban renewal efforts driven by museum clusters. The positive influence of the J Museum Cluster on infrastructure development is evident. The construction of hotels, campsites, and parks not only enhances tourism but also improves the overall living conditions for residents. A potential counterargument may question the sustainability of this growth and its reliance on tourism. It is essential to explore the long-term viability of such infrastructure projects and their adaptability to changing economic landscapes, ensuring that urban renewal efforts are resilient beyond the initial impact of the museum cluster.

## **6.4 Cultural Integration and Community Well-being**

Understanding how museum clusters integrated into their communities and contribute to residents' well-being was a key objective. The findings emphasize the J Museum Cluster's profound integration into the region and the lives of residents, fostering both economic and significant social benefits. A distinctive aspect of the J Museum Cluster's success lies in its profound integration into the region and the lives of residents, contrasting with models like the Guggenheim Museum in Bilbao. This cultural integration not only secures economic benefits but also fosters significant social benefits, enhancing the well-being of the community. This aligned with the concept of community-oriented museums, as discussed by Sandell[21], emphasizing the importance of museums as platforms for community dialogue and development. The evident success of the J Museum Cluster in strengthening the cultural life of residents supports Sandell's assertion that museums can be vital contributors to the well-being of communities.

## **6.5 Implications**

The case study of the J Museum Cluster provides significant insights into the future of urban renewal and museum construction. The following points summarize these insights from several perspectives:

Firstly, when planning urban renewal driven by museum clusters, it is essential to tailor the positioning according to local conditions and plan industrial features. Introducing museum clusters that align with the characteristics of the city highlights unique features in urban renewal and marketing.

Secondly, in selecting the location for museum clusters, emphasis should be placed on guiding the redevelopment of underdeveloped areas, focusing on multifaceted functional updates encompassing environment, society, culture, industry, and economy. Adopting a three-dimensional urban development approach, instead of point-to-point development, helps maintain regional distinctiveness.

Thirdly, to sustain the urban pivot function brought by the selected location, effective promotion of the urban functions and land use in the target area is necessary. This involves activating regional economies, strengthening business functions, and considering the symbiotic relationship between the government, the community, and the museums. Achieving harmonious and mutually beneficial development involves reinforcing support, improving institutional conditions, enhancing urban competitiveness, and fostering collaboration with surrounding cities.

Fourthly, the flexible use of relocated or abandoned industrial sites can enhance the residential function of the city center. The primary focus of museum clusters should be on improving cultural and educational services in the living environment, coordinating with the surrounding environment to maintain urban comfort.

Fifthly, the establishment of identity is crucial for residents' pride and sense of belonging in the community. Museums play a significant role in the active participation of community residents. In the initial stages of museum construction, beyond considering basic functions, attention should be given to coexisting with the community and making contributions to it.

## **6.6 Research Limitations and Future Directions**

While this study has provided valuable insights into the impact of the J Museum Cluster on urban renewal and marketing, it is essential to acknowledge certain limitations that may influence the generalizability of the findings. Firstly, the research focused on a specific case study, the J Museum Cluster, which may limit the applicability of the results to other museum clusters or urban renewal projects. Additionally, the study primarily relied on data collected from a single point in time, potentially overlooking the dynamic nature of urban developments and the long-term effects of the museum cluster. Furthermore, the research did not extensively explore the perspectives of local residents, and their opinions could offer crucial insights into the community's impact. Despite these limitations, the study provides a foundation for future research avenues. Future studies could adopt a comparative approach, analyzing multiple museum clusters to identify common trends or variations. Longitudinal studies tracking the evolution of urban renewal projects over time would enhance our understanding of sustained impacts. Additionally, incorporating a more extensive range of stakeholders, including local residents, in the research design would contribute to a more comprehensive assessment of the social and cultural implications. Finally, extending the research scope to include global comparative studies would contribute to a more nuanced understanding of how cultural initiatives impact urban renewal in diverse cultural and urban contexts.

## **7. Conclusion**

This study aimed to investigate the impact of the J Museum Cluster on urban renewal and marketing, exploring its role in economic and social development, comparative insights and economic sustainability, sustainable urban growth and resilience, and cultural integration and community well-being. A meticulous examination of the J museum cluster's historical evolution, distinctive features, and symbiotic relationship with the community and government unveiled its pivotal role in fostering

economic prosperity, infrastructure enhancement, and regional tourism activity. Results of the study revealed novel contributions to the existing body of knowledge, including empirical evidence of the J Museum Cluster, a theoretical emphasis on symbiotic relationships, and practical insights tailored for urban planners and policymakers. These outcomes collectively catalyzed economic activity in A Town and its surroundings, elevating residents' income levels, mitigating negative perceptions of the grassroots township's "decline," and fortifying the urban competitiveness of A Town. The research's implications extend beyond the J Museum Cluster, providing valuable insights for planners, policymakers, and stakeholders involved in analogous endeavors. For urban planners, the study emphasizes the pivotal role of museum clusters in urban renewal, suggesting integration into redevelopment plans for economic stimulation and cultural vibrancy. Customizing museum positioning to align with local conditions is crucial for maximizing impact. Tailoring the positioning of museum clusters to align with local conditions becomes crucial, and collaboration with cultural institutions can maximize the impact on urban renewal. For policymakers, recognizing the potential of museum clusters as catalysts for economic and social development is crucial. Implementing supportive policies for the development of museum clusters can contribute significantly to sustained urban renewal. Policymakers should also prioritize the redevelopment of underdeveloped areas, adopting a three-dimensional approach to urban development that encompasses environmental, societal, cultural, industrial, and economic updates. Museum administrators play a vital role in implementing the practical implications derived from the research findings. Specifically, museum administrators can focus on enhancing the city's cultural presentation function by strategically using relocated or abandoned industrial sites. Prioritizing cultural and educational services in the living environment contributes to maintaining urban comfort. In essence, the J Museum Cluster's success not only informs our understanding of urban renewal and marketing but also offers a blueprint for similar initiatives worldwide. As cities continue to evolve, the symbiotic relationship between cultural institutions and urban development emerges as a dynamic force, shaping vibrant and resilient communities for the future.

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