

OPPORTUNITIES FOR THE MANAGEMENT AND DEVELOPMENT OF THE REGIONAL HISTORICAL MUSEUM – SHUMEN IN 2013–2018

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ABSTRACT The article presents a model for the management of a museum in Bulgaria, which cultural institutions can develop and use. The concept aims to attract more tourists by developing basic museum activities. The article can be useful for museums both in Bulgaria and in Europe.

Introduction

Regional Historical Museum was established in 1902 by Order no. 1225 from October 24, 1902 from the Minister of National Education and converted by Decree no. 153 from July 28, 2000. In its thematic it is common, and the management is performed by the municipality of Shumen – administrative organization, the Ministry of Culture – methodical and specialized research institutes BAS – scientifically.

The structure of the museum includes the specialized departments of “Prehistory”, “Antiquity”, “Medieval”, “Numismatics”, “Bulgarian History XIV–XIX century”, “Ethnography”, “Contemporary History”, “The Most Contemporary History”, National Archaeological reserves: “Pliska”, “Madara”(included in UNESCO and a Global symbol of Bulgaria), archaeological site “Shumen Fortress”, ancient fortress near the village Voyvoda, tomb complex at Ivanski, memorial houses – museums “Dobri Voynikov”, “Pancho Vladigerov”, “Lajos Koshuth”, “Panaiot Volov” and 1/2 “Vela Piskova”.

In addition to those departments, there is a functioning department “Public Relations” and studios for conservation and restoration.

As part of the Regional Historical Museum Shumen, there are some advisory bodies – Museum Council, An Executive body, Restoration and conservation council, Editorial, Funds and Identification Commission, Association “Friends of Museums”.

The museum is funded by the Municipality budget through local and delegated by the state activities, as well as by target state funds, generated own revenues from the provision of services, rent, compensation, sponsorships, donations, validated projects for national and international programs.

The proposed strategy for the management and development of the cultural institution is entirely focused on the improvement of the tourism product offered to the visitors. The main objective is to increase the tourist flow, which is the reasonable client of such institutions.

This particular objective can be achieved only through improvement of the tools and methods which museums use not only in Bulgaria, but also in other countries with opportunities to develop cultural tourism. According to specialists in this area, in 2020 this industry will be a leading one (Шишманова, 2005: 117–118).

The material examines the strengths and weaknesses, as well as the specific activities typical for the Regional Historical Museum – Shumen and consequently their improvement and development in a five-year period. Surely, the museum cannot be separated from the rest of the museum institutions in the Bulgaria or the world, and therefore it certainly can be a useful model for generating ideas that could lead to a better organization of work and management of similar cultural institutions, regarding the specifics of their focus.

Analysis of Regional Historical Museum (RHM) – Shumen

Strengths	Weaknesses
1	2
RHM – SHUMEN AS OBJECTS OF CULTURAL TOURISM	
<ul style="list-style-type: none"> – Visitors (2012) – paid 79,923, 14,466 of them foreigners and 35,851 students (reduced fee) – possibility to increase – Favorable geographical position – close to the sea capital Varna and objects near the main road network – Availability of attractive sites for tourist visits – Certainty in the field, serving the tourism industry – accommodation facilities, restaurants, infrastructure – The growing importance of cultural tourism 	<ul style="list-style-type: none"> – Lack of a comprehensive marketing strategy for the development of Regional Historical Museum – Shumen, as a tourist site – Lack of research regarding target groups – age, nationality, interests – Lack of attraction, retention tourist attention – Lack of partners in the tourism industry – Attention mainly focused on objects that are already popular and a lack of attention to others – House – museums, sites and villages Voyvoda and Ivanski – Lack of sufficient and various gifts that are indirect advertising and additional revenue

1	2
COLLECTION AND THE FUNDS	
<ul style="list-style-type: none"> - The richness of the museum fund – about 150,000 inventory items - Continuing enrichment excavations complex expeditions, donations, fees for disclosure - Timely an inventory of most of the submitted material - An area relatively sufficient for the storing of the valuables - Starting the adaptation of norms for the new funds - Qualified heads of the funds, head of conservation, and restorers 	<ul style="list-style-type: none"> - Poor condition of some of the storage areas, which is reflecting on cultural values – moisture - Outdated and obsolete equipment in them - Premature implementation of the legal framework on the protection of cultural values - Lack of digitization of a large part of the museum fund - Lack of announced donation to replenish the fund on certain topics and collections - Insufficient work with old Shumen families - Insufficient amounts of remuneration in providing values - Lack of sufficient funds for conservation and restoration - Lack of full inspections of funds according to legal regulations
EXPOSITION ACTIVITY	
<ul style="list-style-type: none"> - Prepared exhibition products on thematic and collection principle - Exports of these products in foreign cities - Some of the exhibitions are accompanied by "living pictures." during openings - Guiding and curatorial teams, creating and presenting exhibitions 	<ul style="list-style-type: none"> - Morally outdated exhibitions (except NIAR "Pliska", hall "Treasury") - Insufficient number of visiting exhibitions - Late preparation of the repertoire list and disproportionate exposure time of blockbuster exhibitions - Presentation of products in cooperation with other museum institutions - Lack of events outside the historical theme - Lack of surveys concerning consumer demand for temporary exhibitions
SCIENTIFIC RESEARCH	
<ul style="list-style-type: none"> - Qualified museum professionals - Annual field surveys – excavations, historical and ethnographic expeditions – Shumen municipality, the Ukrainian part of Bessarabia - Scientific publications funded by the Municipal Fund "Culture" - Participation in national and international scientific events - There is a scientific group - Availability of rich departmental library 	<ul style="list-style-type: none"> - Insufficient promotion of field studies – publications, exhibitions - Suspension for a period of "The Notice of Historical Museum – Shumen" - Termination of the established conference „Thrace and the outside world.“ - Insufficient contact with families of Shumen - Lack of cross-border research projects - Insufficient funds for improving the qualification of professionals and tour guide team - Insufficient funds for publishing and filling library
CULTURE – EDUCATIONAL ACTIVITIES	
<ul style="list-style-type: none"> - Existence of a museum educator - Regular activities with children in the museum "Panaiot Volov" - First steps in organizing children's workshops - Availability for the society "Friends of Museums" 	<ul style="list-style-type: none"> - Lack of a comprehensive strategy for working with adolescents - Poor linkages with educational and cultural institutions in the city - Lack of Training museum or venue of events - Lack of activities outside the boundaries of the museum cites - Lack of interactive learning activities and education - Insufficient number of museums' workshops - Unexploited potential of the society "Friends of Museums" - Lack of practical training of personnel, including the participation in projects
MATERIAL FACILITIES	
<ul style="list-style-type: none"> - Buildings - Technical staff - Fleet for the needs of the institution - Well equipped with technical means for direct employment - Approaches for people with disabilities 	<ul style="list-style-type: none"> - Unresolved issue with the roof of the exhibition areas and the main building of some of the houses – museums - Ineffective glass pans of the central building – loss of heat - Inadequate lighting in parts of the exposure of Regional Historical Museum - Socialization of the objects in the villages Ivanski and Vojvoda - Technical resources in the exhibition areas

1	2
PUBLIC RELATIONS	
<ul style="list-style-type: none"> - Existence of a PR department within the structure of RHM – Shumen - Developed relationships with the media in the city - Contacts with patriotic clubs “Tradition” and “Krum Strashniy” - Participation in tourism fairs in Sofia and Veliko Tarnovo - There is a functioning website of RHM – Shumen and a profile in the social network of Facebook - New brochures for houses – museums - Personal contacts with fellow professionals from the state museum network 	<ul style="list-style-type: none"> - Lack of good PR policy and consistency with the municipal government - Insufficient collaboration with tour operators in town and country - Insufficient use of the media, including the Internet - Participation in tourism fairs is not backed with the necessary preparation – Information for tour operator companies, and the attractions they demand - Insufficient promotional materials targeted to the appropriate audiences - Framework contracts with the “History” and “Tourism” departments at Konstantin Preslavsky University of Shumen, “Tourism” department at UE – Varna - Lack of similar contacts with primary and secondary schools in the city - Lack of a permanent museum lobby – private and legal entities outside the cultural sphere
FINANCIAL CONDITION	
<ul style="list-style-type: none"> - Budget - Secondary authorizing officer of the Municipality of Shumen – delegated budget - Protected and financially supported projects – local (Municipal Fund “Culture”), but not national 	<ul style="list-style-type: none"> - Leverage partners and other organizations serving RHM – Shumen and its activities - Lack of participation in projects or funded activities, similar to those of the institution

The presented concept is based on the understanding that the Regional Historical Museum – Shumen was built by the wealthy museum fund and by the human potential – experts and audience, and by stable financial resources. Their development and equality is a guarantee for the success of the institution. The information in the text below proves the expressed opinion.

Collecting and stock activity

The main function of the museums, according to the ICOM definition, is to preserve tangible and intangible heritage of humanity (Бонева, 2011: 13). For the implementation of those functions of the museum and for the completion of its funds, it is planned to:

1. Organizing of donor initiatives on specific topics like “My Childhood”, held in 2011 and 2012.
2. Materials from integrated and separate scientific expeditions in the Shumen region.
3. Excavations.
4. Items, provided by citizens, in exchange to remuneration, but picking up the best ones in order to reduce costs.

All collecting activities should be performed not for the purpose of the increasing of the total number of the museum fund or that of a department. It should have a higher scientific and cultural value.

It may also have educational and public impact as a link between the person who donated the material and the story behind it – a story given by both parties (personal history of the object bound with the era).

Protection of the materials kept in the museum funds as well as the incoming ones, is essential. Their storage in inappropriate conditions renders entirely the collecting and leads to the destruction of prior values. For this purpose it is envisaged:

5. After the transposition of the repositories in a good form, satisfying all the requirements, it is applicable to announce a particular day of the month, in which donors can see in what condition are their donations. This measure is still unpopular in Bulgaria, but it is a precondition for the goal of increasing donations.

6. A staging comprehensive digitization of the museum collections, despite the lack of a unified system for museums.

7. A phased renovation of all museum storage areas in accordance with the regulations for the protection of cultural and historical values – temperature, humidity, light and material compatibility in a room.

8. Inspection and measurement of relative humidity and temperature of the museum halls by a specialist – climatologist and climate engineer. Accordingly, their report will give recommendations for the purchase of storage facilities with the appropriate equipment (moisture – absorbers, humidifiers, air conditioners, as well as central heating and conditioning air system), which provides the necessary parameters for valuables of various kinds – paper, wood, metal, leather, textiles and others.

	Pictures	Books	Textile	Metal	Photo documents	Wood
Temperature (C°)	18–21	18–20	20–24	18–20	20–23	20–21
Humidity (%)	55–60	40–50	50–60	40–50	50–60	50–55

9. Periodic disinfection of the premises and storage therein.

10. A staged preservation of the wooden materials, starting from those which are in the greatest need and move them into room, already consisted with all the norms. Once preserved, they can wait their turn for restoration.

11. Last but not least is the overall care of monuments of culture – archaeological reserves of Pliska, Madara, Shumen Fortress, Ancient fortress in the village Voyvoda Thracian tomb complex in Ivanski (one of the most attractive sites for visitors) and also the houses – museums, associated with the names of P. Volov, L. Kossuth, P. Vladigerov and D. Voynikov.

Objectives: enrichment of existing museum fund and its storage under conditions, which meet the international requirements and Bulgarian legal regulations. The presence of this is a prerequisite for the creation of a museum quality and attractive product, which in turn reaches increasingly wider area of visitors, having affinity for cultural tourism.

Exhibition activity

The promotion of the acquired and stored in the museum human tangible and intangible values is another aspect of the institution's activities.

1. The main task in a long term is the replacement of permanent exhibitions that exist from 1981. Only minor changes were made to them and they do not result in a large number of visitors. The way those materials are being exposed is also criticized – in the halls, labeled as “Bulgarian History XV–XIX century” and “Renaissance”, the main

critic is the predominance of pictures. Yet appropriate cultural values are kept in the funds RHM – Shumen. The exception is “Treasury” Hall, established in 2004, and updated and supplemented in 2012.

For the realization of the objective, entirely new thematic exhibitions will be developed and planned by the respective curators. Those exhibitions will comply with the modern museum requirements and advanced equipment (Рибов, 2008).

2. Creation of temporary exhibitions in consistence with the collections principle. There are some organized, but reserves in this respect are also existent.

It is imperative that the museum, as part of the cultural institutions of the city, is cooperating with other similar structures – Regional Library, Art Gallery, Drama Theatre “Vasil Droumev” State Archives – Shumen, urban centers, and in this regard the organization of joint exposure is mandatory wherever exposure.

3. The number of the visiting temporary exhibitions will also be increased. Thus visitors will witness something new (example is the visiting exhibition from “Evksinograd”) – increased interest in the institution, additional revenues from entrance fees. Such attractive exposures exist in many museums in the country and the negotiations with them over the years will be a priority. In this regard, we would actively benefit from “Product of mobile exhibitions”, prepared by the colleagues of RHM – Ruse in 2010.

The attraction of unusual visiting exhibitions as “wax figures”, terrariums, as well as exposure of the so-called “Unique Bulgarian museums” is important as well.

Another possibility is the organization of visiting exhibitions such as “Treasures of Bulgarian lands”, which is arising a tremendous interest among the audience. This will be organized through agreements.

Interdisciplinary events (example – “Earth Day” in cooperation with the Department of “Geography” at the University of Shumen – minerals, fossils, maps and globes).

4. The export of the Shumen exhibition will continue at the same pace, but of course with a rich repertoire. This activity, although not a profitable one, is an indirect advertising for the city and the museum, and it increases the prestige of the Regional Museum and of Shumen. Similar collections need to be exported abroad (twin cities of Shumen, but not only there). The principle of the exchange is good and despite the financial crises, funds will be sought from other sources, not just the museum.

5. Temporary exhibitions will be harmonized and registered as repertoire list until November 30th and it will be published on the website of the museum until December 15, which is a practice of many museums in the country. This condition is necessary for the advance distribution of events, occurring during the year, which is useful not only for the public but also for the tourism companies – partners. They can also mention what can be seen when visiting the Historical Museum – Shumen in the corresponding period (Руменов, 2011).

Important conditions for the preparation of the calendar are the “hit” exhibitions to be shown at the time of the tourist season. Their duration should be consistent as well. The preparation of a similar product in a season, inappropriate for higher attendance, becomes a self-serving display of materials, regardless of the interest they provoke in the potential audience. The inquiry principle will be used for the shaping of the repertoire. (Example: “What would you like to see in the museum”).

6. Creation of a “Family Corner” where children and parents can dress in traditional clothing, to take a picture against the panorama of the old Shumen. Suitable for this are the houses – museums.

7. An area “Feel with your hand” – materials of the funds, which periodically are replaced with new, and that can be touched by visitors when they see the notice or sign.

8. Creation of joint thematic products with other museum institutions. Examples are the exhibitions organized by the Museum in Varna in cooperation with museums in the country Hadji Nikoli Inn, as well as “Weights and measures” which is a great success and one of the reasons for this is precisely the cooperation of various cultural institutions.

9. Exposure of exclusive attractive displays within a week.

10. Submission (opening) of the temporary exhibitions necessarily is accompanied by an appropriate reconstruction (A living picture). The experience shows that such an involvement inevitably leads to a larger number of visitors at the opening of the event, as well as after that.

11. Other cultural events, that are not directly related to materials from the collections of the museum – readings, book presentations of Shumen artists, concerts, shows, workshops, competitions, meetings with celebrities visiting the city of Shumen in certain occasions.

12. Creation of attractions – “living pictures” of iconic city events and objects, provided that there is regular and suitable contractors, product price, place of meeting. Potential partners in this type of activity are patriotic clubs (“Tradition”, “Krum Strashniy”), community centers, students who may participate in a reconstruction. Such events are not only advertising, but are also a financial measure.

Objectives: The following measures are focused entirely on attracting and increasing tourist sites in RHM and generally in Shumen, making it an attractive tourist city that meets its resource potential for cultural tourism. According to the World Tourism organization at the end of the decade it will be a leading sector in the tourism industry (Шишманова, 2005: 117–118).

They are related to the current year and candidature of Shumen for Cultural Capital of Europe in 2019, and also after a possible admission of the city to the second round of participation.

Scientific research

The museum in the context of the definitions is the Research Institute and the activities that it will develop within 5 years are as follows:

1. Continuation of complex research field trips in the villages of Shumen region to fill both the museum and the white spots on their history.

2. Archaeological excavations of sites run by archaeologists of RHM – Shumen, the results of which will become accessible to a wider audience. Ways of their implementation are annual publications of the elaborated sites in the collections and notes, and the established exhibition in February, prepared for the Day of the archaeologist.

3. Renewing of the printing of “Proceedings of RHM – Shumen” – annually. The goal will be to attract artists from other cities. It will make an attempt to become a newspaper indexed by relevant clues to the institutions responsible for this (Web of Knowledge – Abstracts database in the field of natural sciences, social science, arts and humanities, Scopus – the largest Science – Metric database containing short articles quotes from the reviewed literature and quality web sources). This will increase his prestige, and this is undoubtedly a plus for the institution, the city and the culture growing in it and not in the last place for the authors – the objective is to attract proven scientists who will publish their reports in the RHM – Shumen collection.

4. Will continue field expeditions in Bulgarian villages in Bessarabia (Ukraine) on the project “Bulgaria without borders”, but the mandatory requirement for publication of scientific results achieved (articles, individual book

blocks), photo or other exhibitions to promote the work of both specialists to the public, which does not deal directly with the history and preserved cultural heritage of Bessarabian Bulgarians from Odessa region (Грозева, 2008: 39).

5. Cross-border cooperation with other museums (especially from neighboring countries – Romania, Serbia, Macedonia, Turkey) and the search for common topics for research.

6. Provision of financial resources in shaping the museum budget for staff training in their areas of direct work – PhD studies courses.

7. Annual forecast of funds for the publishing of works of the museum professionals, regardless the established practice in recent years such issues to be financed with funds from the Municipal Fund “Culture” and RHM to provide additional funding.

8. An annual budget item in the museum in order to complete the internal library with scientific publications, depending on the interests of the specialists.

9. Book exchange with other scientific and cultural organizations – local and from other cities.

Objectives: promotion of the scientific authority of RHM – Shumen and professionals working in it, legitimating them as respectable scientists not only in the country but also within Europe. At the same time it is important to enhance their qualifications.

Cultural and educational activities

Part of the definition for a museum, which is given by ICOM, states that it is an institution working for the benefit of society and its development, and that one of its goals is education. In this regard, the potential of RHM – Shumen development in that direction as follows:

1. In the first place a long-term program for work with adolescents will be designed.

2. The main task is the creation of Educational Museum, which is the basis of the cultural and educational activities of the institution. The presence of a museum educator in RHM – Shumen is an advantage that should be further developed. Surely, this can only be done with the funds of the museum and will therefore seek partnerships. The practice in the country shows that such partnerships are possible. Examples are the funds allocated to a number of institutions from the foundation “America for Bulgaria” (Blagoevgrad, Varna), and from other similar organizations related to this kind of activity. When it comes to buildings fund, former museums “Vela Piskova” and “Vasil Kolarov” are suitable. For the purpose, representations will be made to the municipality of Shumen for the management of RHM – Shumen.

3. Another step is the work in this area outside of the museum, for example in the schools. In this way we can make children interested in the cultural heritage in advance.

“Adoption” of a museum archaeological site from students for the purpose of its maintenance.

Students can also participate in the collection activities and fieldwork of the specialists from the museum. In the University of Shumen will be opened a Master program called “Local History” and in this relation their participation in fieldwork and collecting activities will be beneficial for the learning process.

A good idea in this regard is the so – called “Open Museum” or “Museum in a Suitcase”. This practice was successfully implemented in Scotland and in some Bulgarian museums (Trojan). These are actually physical materials and information on a particular subject, collected in a suitcase and presented by a museum specialist in the appropriate school.

Shumen is an educational center since the time of the Renaissance. Schools have history and traditions that need to be stored and displayed. RHM – Shumen has the capacity and professionals to help for the creation of museum collections for the schools and such an offer will be made.

For the purpose, contracts will be made with the schools from Shumen. There will be talks and lectures on specific topics which will be presented in a way that will provoke student's interest and in a time convenient for them.

4. Introducing the knowledge of Shumen to RHM – Shumen. In classes there will be lessons for the Shumen region from prehistory to modern times. The main part of the classes will be held in the museum, not as a trivial lesson or talk, but through attractive and entertaining events that will remain in children's mind for a long time. Topics which are likely to be developed are: A Brief History of Shumen, Shumen Archaeological settlements and religious notions and beliefs; Everyday life of the citizens of Shumen at different times, patron of the city; ritual table in Shumen, Shumen Education in the Renaissance; historical development of Shumen after liberation; Other themes that emerged in the process. Classes will be taught by an expert, in regard to their field of study (Асенова, 2010: 148, 149).

5. Student readings, discussions, competitions, quizzes, meetings with various interesting people connected with the history of the city, drawing competitions or essay on historical themes, etc can be conducted in the museum. They can also be held with international participation, especially with Bessarabian Bulgarians – RHM – Shumen is currently working on the project "Bulgaria without borders" with them.

6. On the occasion of major religious holidays will be organized museum workshops where students can draw objects associated with the event – survaknitsi, ritual breads martenitzi, Enjovden wreaths and more. Workshops may be conducted without a specific occasion – restoration activities, construction of vessels model archaeological pursuits "Young archaeologist" and others.

7. Organizing trips for educational purposes targeted at students according to their interests. Routes will be organized within the boundaries of a town with a museum guide.

8. Working with disadvantaged children.

9. Screenings of historical documentaries.

10. Participation of adolescents in the organized from RHM – Shumen "living pictures" in certain events and temporary exhibitions presented by the institution.

11. Equipment of one of the storages as a place where you can conduct classes with students from the University of Shumen "Konstantin Preslavsky" – for example the ones taking the course in "Museology".

12. RHM – Shumen has the advantage of working with the existing society "Friends of Museums", which includes people of all ages with an affinity for the Shumen history. In this respect, their potential can be used to organize public lectures, conferences that do not claim to be scientific, but that will surely be beneficial to the public, and expand the contacts with the public museum in the city and other parts of the country.

Objectives: The exit of the institution outside of the museum halls – "outdoor" inclusion and generating interest in young citizens of Shumen for the history of their native place and country, to the preserved in the city cultural – historical heritage, which in perspective leads to cultural visits in historical sites throughout the country, not just in local ones; creation of volunteer skills useful for cultural institutions.

Public Relations

1. Increasing publicity with regard to museum events. This will include not only museum exhibitions (local or visiting) but it will also cover everything that is happening in the institution, even the repair work on sites, managed by RHM – Shumen. This in fact means a strengthened work process with the media – local and national. This will be achieved not just through the “Public Relations” but also with the help from management experts in various areas – analytical, restorers and others. Similar appearances of employees will declare in a more explicit way in the presence of RHM cultural area of the city.

Next step is to attracting volunteers (students, pensioners). Depending on their free time they can be in support of the museum guides. In return they will receive discounts for the museum sites both for themselves and for their families. The main goal is to gain publicity, to stress on the educational function of the museum and to attract new paid visitors. It is a good way to broaden volunteering, which is increasingly popular in museums throughout the world.

2. Attention will be paid to the advertising of RHM – Shumen. This does not simply mean sending the invitation for an event and disclosure in the media, but it will also include a wide range of measures:

Adequate promotional materials, oriented to the target groups, will be created – current and potential, which can be done only with prior studies – nationality, age, wealth, interests.

A staged print catalogs composed of luxurious collections principle (weapon – a cool, fire, copper, folk clothing, jewelry, etc.) will be created. Besides advertising, similar publications generate serious cash flow. Options in this direction are electronic drives with those collections that do not require substantial cash resources and time for preparation.

Participation in tourist exchanges which will be accomplished under the following conditions: prior information about the participants, who are interested in museum products, joint participation Municipality (OPT “Madara Horseman”) – Museum, tour operator, prepared repertoire list for the year, promotional materials for events, price and place of attraction, pre-contracts (subject to course corrections).

Sale of souvenirs, advertising museum objects, especially less popular will be organized. They are also an additional income.

A further step is the preparation of flyers for specific events that are taking place within the boundaries of the museum sites.

A good idea is the placement of a luminous advertising information board outside the boundaries of the museum or in front of the building as a reminder for the upcoming events at the museum during the month.

3. Creating a museum lobby that will assist the various museum activities-advertising the museum institution in its professional activity.

Initiate meetings with the governing bodies of Shumen schools in order to organize joint events – the presence of museum professionals in schools, school events within the boundaries of the museum sites. Possibly forming contacts with contractual relations, something that has been done in previous years, but it is frozen at the moment.

Resumption of contacts with museum institutions in the twin cities of Shumen – Debrecen, Kherson, Magdeburg and others., which can be representatives of RHM – Shumen in their own countries.

Objectives: strengthening publicity concerning the museum and events leading to becoming a center of cultural life in the city, a massive advertising targeting to specific segments in order to increase the tourist flow,

creating a permanent museum lobby of individuals and companies outside the cultural sphere, speaking and advertising for RHM – Shumen as an attractive tourist destination.

Financial policy

1. In order to increase the energy efficiency, projects and programs that are financing such activity and are working with municipal and state agencies, will be examined.

2. Development of flexible pricing policy, with regard to entrance fees to the sites – discounts to tour operators contracted with RHM, Ticket to the site of the museum, discounts upon request from groups, family tickets, annual subscription or a specified period maps (allow rapid revenue) tickets – cards, sold with a receipt, bundled services and more.

It is mistaken to believe that the only income coming into the museum budget is the entrance fee. Other avenues for fundraising are:

3. Merchandise – licensing (allowing) other organizations to produce items for sale based on museum collections. In the museum there is a wide range of options for lines using individual motifs or entire objects from museum exhibitions to the promotional souvenir materials. The contracts and financial agreements between the museum and the licensee will require professional legal advice.

4. Preparation of luxury catalogues Collectible principle. Printing them requires use of a solid resource, but the return is significant and should not be overlooked and advertising of the institution and, respectively, high visitor flow (Ambrose, 2006: 262–267).

5. Creating separate cultural routes (day) that require guide service.

6. “Living Pictures” (reproductions) will also be used for additional revenue.

7. Rental of museum objects – the museum café and lecture hall.

8. Additional revenue can be generated by conducting wedding ceremonies and receptions sites managed by the museum (Madara, Pliska, Shumen Fortress), as well as rental of pre- prepared props needed for their implementation.

9. Ability to use the departmental library of outsiders against the charge.

10. Enrichment of souvenir stalls of the objects managed by RHM – Shumen and restoration work of the pavilion in the main building.

11. Programs of events and activities – temporary exhibitions of objects/subjects of the month, week, day, selected from collections employed or new acquisitions, visiting exhibitions from the museum, museum attendance stands at fairs and entertainment events, demonstrations of museum skills, for example conservation, craft exhibitions, informal educational programs. Each event must be considered from a financial standpoint to develop a financial plan setting out the costs and expected revenues. The mix of events at the museum site and exported out addressed to different user groups is a powerful method not only for making money for the museum, but also to attract different groups of visitors.

12. Participation in projects (self and other beneficiaries) enabling financing activities determined by the museum work. This will be charged a special officer to monitor the development of suitable grants.

13. Sponsorship and donations from companies and individuals (not just money) having an affinity for history and involved in the museum lobby.

14. Use student volunteers from various organizations – Balkan Youth Club and the Alliance of voluntary service in Europe for archaeological sites developed by museum archaeologists. What is special about them is that in most cases they pay the road and stay for themselves, and as an expression of good will trips are organized by the host country (Василев, 2008: 468–469).

Objectives: The financial stability of the institution and the generating of additional revenue for the purpose of carrying out activities – repair, replacement of the permanent exhibition and the creation of new attractive products museum aimed at increasing visitor flow.

The mix of these concept aims to become the Regional History Museum – Shumen dynamic organism that uses all the possibilities in contemporary Museology, will build a stable, professionally trained and motivated team of museum professionals responsible for both his rich cultural heritage in the region. Last but not least it will be noted in front of the citizens, it will declare its presence and become a leading cultural institution in Shumen region, contributing to the development of tourism and the attracting of tourists to the national and historical sites in the territory of Shumen region.

The article presents a strategy for the management and development of one of the biggest museums in Bulgaria – the Regional Historical Museum in Shumen. The author describes the necessary steps which should be taken in order to make the institution more appealing and to eventually lead to increasing in the number of visitors at the end of the reviewed period (2018).

Even though the strategy is specifically designed for the Regional History Museum, it can find application in other similar cultural institutions – museums (public and private, with a different kind of work – natural, historical, military, etc.) or galleries that offer similar cultural product to the visiting tourists – Bulgarians or foreigners (Милева, 2004: 62–63).

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