



Museums – A Catalyst for Sustainable Economic Development in Sweden

Christer Gustafsson¹ & Akram Ijla²

¹ **Professor at Uppsala University-Sweden**

² **PhD and Researcher at Uppsala University-Sweden**

ABSTRACT

Museums have a great impact on the cultural economy of every country and it has a very significant meaning for social integration within socio-cultural and socio-economic contexts. Studies have shown that the impact of museums may vary from one city to another, from one country to another, at local, regional or national level.

Museums' role in the cultural economy is very important, because they sustain cities in promoting themselves as cultural centers, on the domestic and regional market (visitors and investors), by fulfilling their demands and expectations. One can say that museums act as "the instruments" for cities in the revitalization process. Over time, it was considered that museums were created with the purpose of education, collecting, preservation and research, but because the society evolved, the economical role of the museums became increasingly important. Consequently, museums' role became more diverse in the 21st century, and they became key-partners in the heritage and culture tourism industry and the creative and innovative industries as well.

This paper seeks to explore the impact of museums on regional development in sustainable way. Authors argue that museum has a multiplier effects on regional development and museum becomes an important tool for regional economy.

Keywords: Museum, Economic Sustainable Development, Regional Development, and Cultural Heritage.

INTRODUCTION

The creative and innovative function of the museums started developing in our days as an important factor tool for regional development. The wish to visit a certain museum will transform the visitors of that museum into tourists for the city where the museum is located and will offer them the possibility to visit other cultural and heritage routes and locations. A very important role museums play is the fact that they can become city or regional symbols. Thus the relation between museums and cities may become symbiotic. While museums contribute to the city's cultural and economic life, by creating new jobs and reducing unemployment rate, cities must offer them the possibility to achieve prosperity.

Additionally, from different directions and traditions, there is a growing interest in the effect of location on competition and sustainable economic development. There is no doubt that much location in Sweden can be utilized as a place or a space which has strategic cultural and historic competitive advantage. A well-developed innovative and creative museum or emblematic museum in different regions in Sweden might create the catalyst of agglomerated cultural economies at the heritage and cultural tourism cluster level where usually clusters are often located in small and medium size towns.

Researchers suggest that efforts to upgrade cultural industries are most successful when they start from an established base of cultural institutions where museum considers one of the most important engines to simulate a prospectus sustainable development.

People who are working in the field of museum, art gallery service, and conservation can assure that the gap between what is needed to run a half decent service, and what is actually available funding is absolutely colossal. Backlogs in basics like building maintenance, collection care initiatives, conservation treatments mean that a finite and culturally valuable resource, the intellectual capital, is facing very real threats of change and decay that is avoidable with some investment. Museums are

vital to public understanding and education in science, art, engineering, medicine, history and many other fields. Places like these can inspire people to work in any of these fields, and they are also vital for the purposes of research. Museums in Sweden have some of the finest collections in the world, but there is need to let them be able to maintain and expand on what they have in order to keep the research and reputations of these institutions at the forefront of world opinion.

Sweden exceptional heritage, museums, and galleries and many tourists visit Sweden because of Sweden wealth of cultural resources. If museums, galleries, and exhibitions are cut back, tourism would likewise scale down, and so would the resulting revenue.

This paper provides overview of the important impacts of museum on regional economic development. It contains deep analysis and wide spectrum scanning of major scholarly papers, books, and professional reports.

The paper recommends that the government has to continue to support museums with appropriate subsidies and keeping museums well-funded. Appropriate funding for museums leads to sustainable development not only in the field of history or art per se, but, museum is a big arena and active engine for implementing and achieving the Sweden cultural policy, objectives, and activities on local, regional, and national level.

FROM OBJECTS CONSERVATION TO SUSTAINABLE ECONOMIC DEVELOPMENT

This paper examines the sustainable economic development impact of museums. The object of the study is to shed the light on the impact of sustainable economic development which the museums' have to their surrounding regional economy. These impacts are visible in economies directly related to cultural or heritage tourism. Furthermore, we examine the impact of the activity of the museums themselves and all multipliers effects of the activity on the regional sustainable development.

The analysis of the sustainable development impact of museums locally, regionally and for the whole nation involves many factors the most central of which related to the cultural tourism industry in general and to museums in particular.

In economic terms and despite there is little money spent for the admission ticket, the most of money is used to acquire services outside the museum. Heritage tourism and museums consider as innovative and creative motors for economic growth and development and they have spillover effects on related creative industry fields. The regional economic impact of museum's themselves cannot be measured only by its direct revenues, however, by the museums activities with its multiplier effects in the region.

RESEARCH QUESTIONS

This paper examines the following issues;

1. What is the sustainable economic development impact provided by museum activities with its multiplier effects?
2. What kind of economic impact the activities of museums have on regional sustainable development?

METHODOLOGY

This study is based on qualitative research methodology. The qualitative research comprises text analysis, literature review, and personal experiences of the researchers who are academic and practical experts in sustainable development, cultural heritage policies and strategies, economic development.

Reviewing studies that quantified the economic impact of a number of museums case studies has been facilitating this paper. The paper also utilized other examples which used land property impact analysis on museums on the surrounding zones. In addition, reviewing academic and organizational reports on museums' indirect social and environmental impact also was carried out and developed based on other planning and sustainable development theories to illustrate how museums achieve sustainable development.

PREVIOUS STUDIES

Nowadays, museums confronting by intense pressure and they are figuring out different ways to alleviate their operations and to ensure their future being. Many studies and technical reports shows that the concept of sustainability offers a range of strategies, approaches, and insightful ideas to help

museums operate efficiently and effectively. The studies address the relationship between sustainability, organizational change, leadership, planning, greening initiatives and assessment of museum context.

The following matrix shows part of the literature reviews have studied in this paper:

Table 1: Matrix of previous studies: Economic Perspectives

Theme	Author-Country	Year-Publisher	Brief Results
Public Finance	Carole Rosenstein, USA	2010, International Journal of Cultural Policies	The paper provides a deepened understanding of the significance of ties between museums and government that are mediated by dollars in the USA. The degree of directness through which government dollars are delivered to a museum tells us something important about the museum's public status. Money has dimensions of significance that can only be understood by looking at characteristics of the institutions, mechanisms, and systems through which it moves. In other words, money, in a policy system, does not express strictly numerate relations. The article concludes by pointing up ways that an acknowledgement of this multivalence of money can be valuable for developing nuanced theory about the relationships between cultural economics and cultural policy.

Theme	Author-Country	Year-Publisher	Brief Results
Economics	Fiona Tuck, UK	2015, Arts Council England.	The report aimed at estimating the direct economic impact of the museums sector in England. The research considers the full range of income-generating activities that a museum undertakes and includes all of these activities in the calculation of total income. The study indicates museums have a number of ways by which direct and indirect economic impact may be achieved. The study shows that museums have a positive economic outputs and outcomes.
Sustainable Economic Development	Throsby David, UK	2001, Cambridge University	In an increasingly globalized world, economic and cultural imperatives can be seen as two of the most powerful forces shaping human behavior. Throsby's book considers the relationship between economics and culture both as areas of intellectual discourse, and as systems of societal organization. The book is built on a foundation of value theory, developing the twin notions of economic and cultural value as underlying principles for integrating the two fields. Ideas of cultural capital and sustainability are discussed, especially as means of analyzing the particular problems of cultural heritage, drawing parallels with the treatment of natural capital in ecological economics. The book goes on to discuss the economics of creativity in the production of cultural goods and services; culture in economic development; the cultural industries; and cultural policy.
Cultural Heritage and Sustainable	Luigi Fusco Girard (Italy)	2009, Ashgate. University	While an avalanche of tourists has a positive impact on the local economy, such modern mass

Development	and Peter Nijkamp (Netherland)	Federico and University of Amsterdam	tourism also brings about negative externalities such as congestion, decline in quality of life, low access to cultural amenities and loss of local identity; to the extent that the sustainability conditions of a locality might be endangered. This study examines the interface of local cultural resources and modern mass tourism from a sustainability perspective. It puts forward innovative methodologies and best case practice for future cultural conservation policies.
Historic Preservation and Sustainable economic development	Donovan Rypkema, USA	2010, Place Economics	The author makes his case with 100 "arguments" on the economic benefits of historic preservation, each backed up by one or more quotes from a study, paper, publication, speech, or report. Count on Rypkema to be entertaining, provocative, and convincing as he describes and demonstrates how strategies that include preservation help communities make cost-effective use of resources, create jobs, provide affordable housing, revive downtowns, build tourism, attract new businesses and workers, and more.

Theme	Author-Country	Year-Publisher	Brief Results
Culture and Local Development	Xavier Greffe (France)	2005, Organisation for Economic Co-operation and Development	The author highlights the impact of culture on local economies and the methodological issues related to its identification. They demonstrate that the contemporary contribution of culture to economic development is not only limited to attracting tourists, but that it increasingly acts as a catalyst for other activities to further develop through territorial clusters. It also demonstrates the power of culture as a tool for the social integration of distressed people and communities, thus contributing to sustainable development. Building on recent international case studies, Culture and Local Development shows how public policies can foster culture as a lever for local economic development in terms of partnerships, tax relief, and other innovative instruments. The book also sets out the implications for national governments in the fields of education and intellectual property rights.
Museum and Sustainable Development	ICOM	2014	ICOM defines that sustainability is the dynamic process of museums, based on the recognition and preservation of tangible and intangible heritage with the museums responding to the needs of the community. To be sustainable, museums, through their mission, must be an active and attractive part of the community by adding value to the heritage and social memory.
Economics	Suojanen Vanio, Finland	2014, University of Vaasa	Museums are cultural destinations but they are also tourist destinations and thus have impact on economic activity. The study aimed at finding what kind of economic impact of museums

			themselves and, moreover, the spending of museum visitors has. The study shows the economic effects of spending on the regional economies in localities of museums.
Public Policies and Finance	Charles Smith, UK	2011, Museum Management and curatorship	There are different types of museums with different working cultures and different methods of interpretation and display. One of the problems of much current museum policy-making is an assumption that one rule should suit all. The author believes that by the far most effective solution for museums funding problems would be to establish a system of state-aided endowment funding.
Competitiveness and Marketing	Alfonso Siano and others, Italy	2010, Museum Management and Curatorship	The authors' investigate the effective marketing strategies based on the context of the museums where they are located. They found that museums which are located in cluster are more competitive than those who are located in the outliers.

Theme	Author-Country	Year-Publisher	Brief Results
Innovation	Brian Dawson, Canada	2008, Museum Management and Curatorship	The paper explores the nature of innovation, reviewing broader business models of the nature of innovation and how organizations (museums) innovate, and how these models may be applied to a cultural institution. The paper also explores concrete examples of fostering innovation within the Canada Science and Technology Museum Corporation, including the role of integrated strategic planning, process improvement, product development, and grass-roots participation.
Marketing and creativity	Denise Cole, UK	2008, Museum Management and Curatorship	Discussing the contribution of marketing as a tool to museum's survival strategy, and applying these strategies to mining heritage museums. The paper also examines the value of museum branding
Financial Efficiency	Des Griffin, Australia	2008, Museum Management and Curatorship	High performing enterprises, including effective museums, are characterized by a focus on the long term, unique value and cohesive leadership, which build supportive but challenging relationships within the enterprise.
Public-Private Partnership	Morten Sondergaard and Niels Veirum, Denmark	2012, Museum Management and Curatorship	Museums are increasingly required to demonstrate business creativity and innovatory zeal. Educational establishments, such as universities, face similar pressures. The need for both sectors to develop new tools and understandings to facilitate innovation presents difficulties analogous to those that the small and medium-sized enterprises (SME) face. However, institutional barriers currently restrict interaction between museums, universities, and SMEs. This article presents a joint venture model for culture-driven innovation in a public-private consortium that addresses these institutional barriers, and has proven successful in a Danish context.
Strategic Planning	Douglas Worts, Canada	2011, Museum Management and Curatorship	The review high lights the intense financial pressures on museums and how these museums vulnerable to find ways to stabilize their operations and ensure future survival. The author introduces the concept of sustainability and offers a range of strategies and insights to help museums operate more efficiently, with accompanying cost savings and reduced environmental impacts.
Promoting innovative finance	Philip Feifan Xie, USA	2005, Tourism Management J.	The investigation revealed that although the potentials for conserving and interpreting the museum are valued highly, there exist conflicting views by various stakeholders. Problems are attributed to poor community perceptions, a lack of strong support from the Jeep industry, the controversial reuse of existing facilities, ill-informed economic benefits and the issue of authenticity.
Economics of Demand and Supply	Victor A. Ginsburgh, UK and David Throsby, Australia	2006, ELSEVIER	The chapter explains the economics of museums in terms of demand (private demand, social demand, external effects and effects on Markets). On the other hand, it discussed the costs of supply of services (cost structure, cost functions and Institutional structure).

Theme	Author-Country	Year-Publisher	Brief Results
Public Finance	Carole Rosenstein, USA	2010, International Journal of Cultural Policies	The paper provides a deepened understanding of the significance of ties between museums and government that are mediated by dollars in the USA. The degree of directness through which government dollars are delivered to a museum tells us something important about the museums' public status. Money has dimensions of significance that can only be understood by looking at characteristics of the institutions, mechanisms, and systems through which it moves. In other words, money, in a policy system, does not express strictly numerate relations. The article concludes by pointing up ways that an acknowledgement of this multivalence of money can be valuable for developing nuanced theory about the relationships between cultural economics and cultural policy.
Strategic Management	Mark Weinberg and Marsha Lewis, USA	2009, Museum Management and Curatorship	The paper discusses the museum managers' strategic role in managing and adapting the assets of the Organization toward maximum value creation in an environment of resource constraints and constant change. The paper utilizes Mark Moore's public value model, the Strategic Triangle, which provides the most comprehensive framework for strategic management in the public and nonprofit sectors. According to Moore, bad strategy or strategic failure in the public sector results when the organization's goals do not mirror the community's desires, the organization is unable to produce the desired good or service, or what is produced has no long-term public value. The authors demonstrate the use of the Strategic Triangle as an adaptive strategy framework that museum managers and in a changing environment.
Public Administration	Marsha Semmel and Mamie Bittner, USA	2009, Museum Management and Curatorship	The paper utilized the federal agencies role in the USA as an example to explore evolving definitions of public value regarding the museum sector. Five broad areas needing continued attention are suggested in connection with relevant Federal Agencies supported projects.
SMEs	Marina Novelli, Birte Schmitz, Trisha Spencer, UK	2005, Tourism Management	The authors use network and clusters as a framework providing SMEs with innovative opportunities to operate in a competitive tourism environment. A review of relevant literature on clusters, networks and tourism business innovation is undertaken, then focusing on the specific issues of Healthy Lifestyle Tourism.

Theme	Author-Country	Year-Publisher	Brief Results
Competitiveness	Fernando G. Alberti, Jessica D. Giusti, Italy	2012, ELSEVIER	The regional identity and heritage allowed the creation of a new form of cluster, where major firms in tourism organizations, sport facilities, institutions and tangible and intangible cultural heritage (corporate and industry museums, private collections, archives, expertise and practices) are beneficially tied together in a self-reinforcing mechanism of competitiveness, nurtured by tourism flows.
Museum Finance	Katja Lindqvist, Sweden	2012, Museum Management and Curatorship	This study concludes that most museum revenue types are not particularly vulnerable to income originating from various museum stakeholders (fund) fluctuations in economy. There are structural challenges for financial management of museums beyond economic crises, and these are linked to long-term strategic decisions of museums regarding stakeholder relationships.
Investment	Steven Tufts, Canada	1999, Pergamon	Examines how cities and regions may reconstruct cultural heritage institutions including museums from demand supply (place for leisure, education, and the celebration of local heritage) versus a transition to an alternative consumption experiences and tourism activities. (Supply sided perspective)
Governance	Antonio Russo and Jan Van Der Borg, Italy.	2002, Tourism Management	The case studies highlight how specific soft elements (human capital) of the urban and regional museums are the ones that matter most in determining the attractiveness of a city for international visitors (Best practices, technology)
Production Factor	Beatriz Plaza, Spain	2009, ELSEVIER	Economic valuation through an estimate of the <i>Willingness to Pay</i> (WTP) (e.g. contingent valuation), is clearly an insufficient method for valuating a GLAMUR (Global Art Museum). One possible accurate method could be to calculate the Discounting of Cash-flows (DCF), followed by the discounting of the WTP estimates.
The Economics of Museums: Research Fields	Peter Johnson and Barry Thomas, Netherlands	1998, Journal of Cultural Economics	The authors examine different analytical methods on how museums can be productive organization, and which policies might prove most fruitful. They suggest that embracing consumer motivations, museum management objectives, and public choices considerations as a formal modelling enriches with innovative development will lead to sustainable economic development.
	Yeoryios Stamboulis, Greece	2003, Tourism Management	Innovative attempts gain new strategic value when viewed from a perspective that values experience as an important new attribute. This perspective has significant consequences for the growth of destination strategies, policies, and the integration of the information-society dimensions.

Literature review’s summary

The previous literature reviews show that museums can play an important role in regional renewal and generation. They discuss the idea of museum as a catalyst for economic sustainable development through various case studies. The literature reviews are varies from public finance, small and Medium businesses, competitive advantage, business administration, governance system, investment, human capital to product factors and majority of the literature have been dedicated to assessing the economic impact of museums. The resulting picture is that of a pro-active museum located in urban areas od mostly local professional institution and leadership that have an effective vision and sustainable strategies and be able to represent a valuable example of sustainable development.

CONCEPTUAL FRAMEWORK

Successful museums are deeply involved and engaged in their surrounding development activities. Museums that isolated from their surrounding development always suffer from low visitation due to their disconnection with other attractions and services.

Sustainable development benefits that may be generated by the clustering of reinforcing activities and overlapping markets result from complementary interaction among the three pillars of sustainability, economic development, social development, and environment protection. Sustainable development is cost savings or revenue gains that result from the cohesive forces among co-located regional development activities.

Museum considers as cultural cluster reflecting groupings of activities that are dependent on these sustainable development principles. Moreover, museums can foster public consciousness of the needs and impacts of human life. Achieving a viable future globally will require a strengthening of local communities in ways that encourage reflection, dialogue and action—a role that museums have the potential to perform, even though it’s not their traditional function.

The following conceptual maps (as shown in figure 1) show how museums can work as regional development engine.

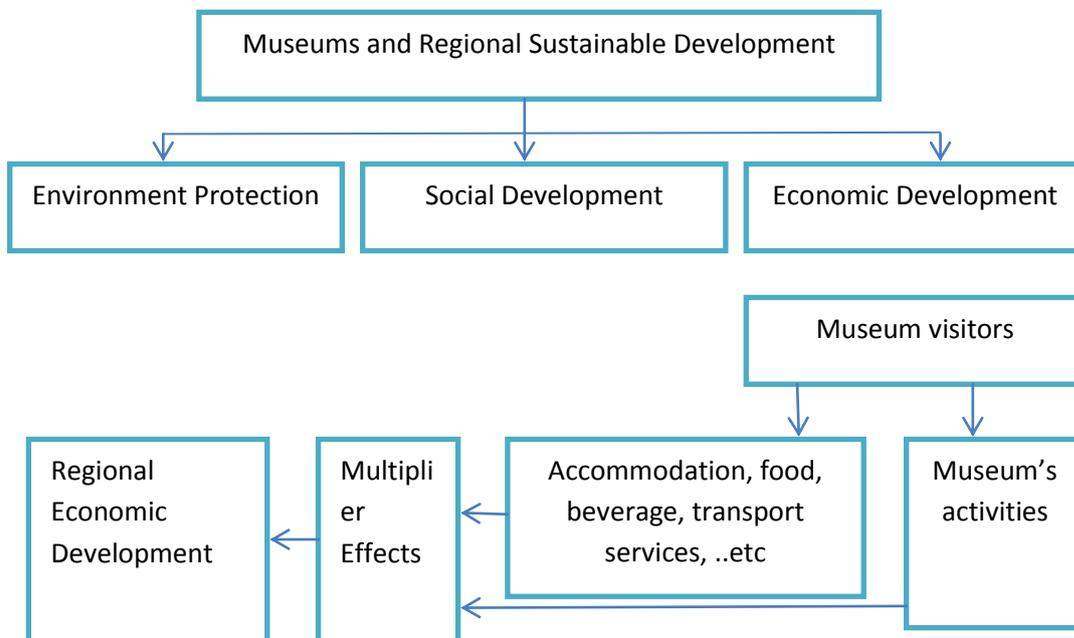


Figure 1: Conceptual Framework

Economic Development

The economic development conceptual framework treats various aspects of the production of museum services, from the economic point of view, two different impacts to be discussed, first, the study shows that museums may be looked at as an economic unit where direct inputs and expenditures can be analyzed (activities of museums themselves), second, the study demonstrates the indirect impacts which resulted through ancillary services (regional economic impact of museum visitors' spending).

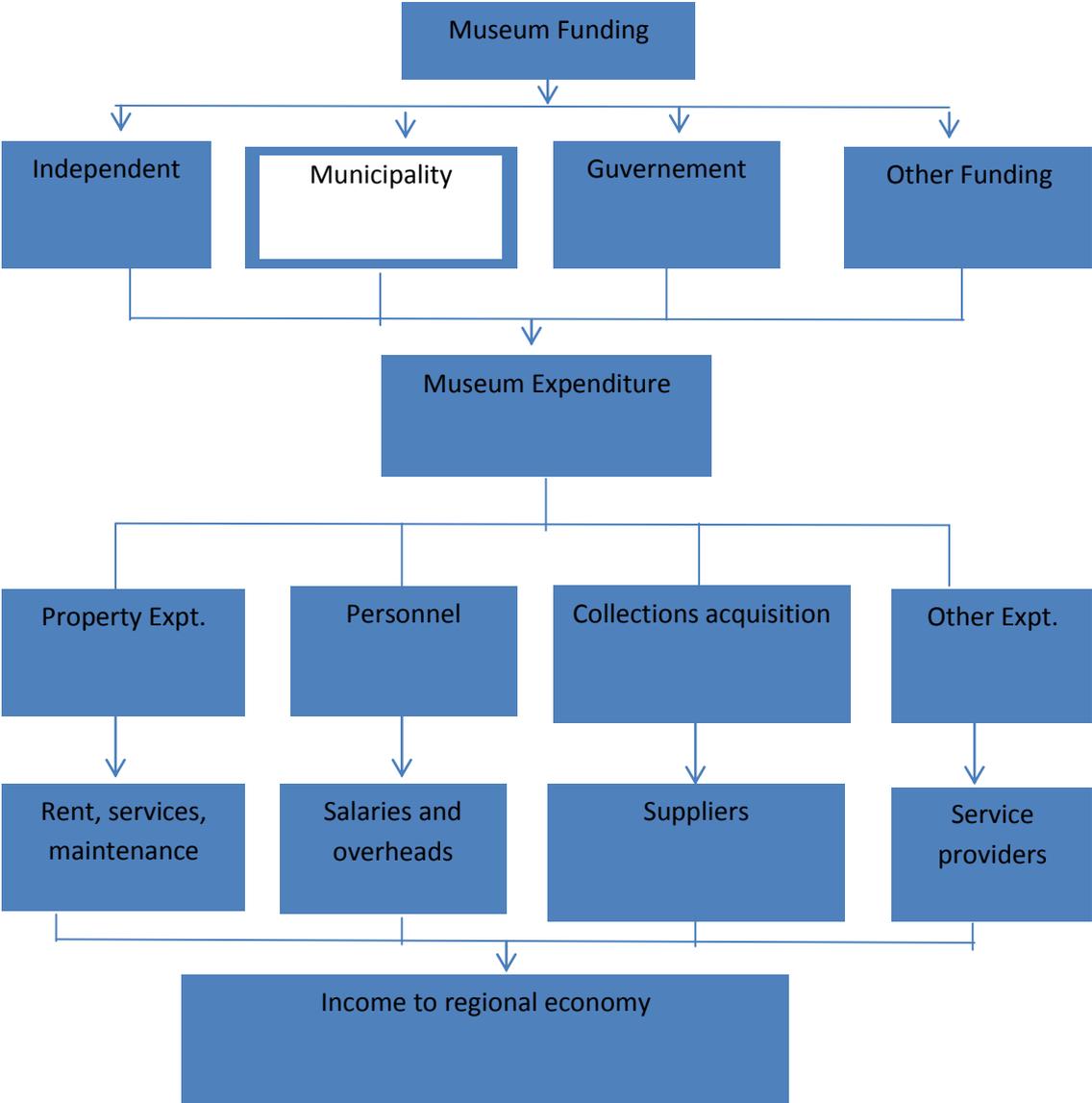


Figure 2: Economic development framework

ANALYSIS AND RESULTS

1. SUSTAINABLE ECONOMIC DEVELOPMENT

A. Direct economic impact:

Prior to presenting the previous recent studies on economic impact, the table below considers the most activities undertaken by museums in order to generate income. The list reflects the full range of museum’s potential operational activities, over and above visitors viewing collections. The study classify all income-generating activities as within scope, and therefore all of the following activities are included as part of studying direct economic impact. It should be noted that not all museums undertake all of these activities; rather this list reflects the scope of activities undertaken across the sector.

Table 1: museums’ potential operational activities

Type	Activity description
Museum	The entry through which management and viewing of the collection is undertaken. This is where revenue from visitors accessing the collections would be accounted for.
Professional services and Laboratories	The scale of the skills and knowledge of staff to other organizations. For example, consultancy services, bid writing, project management.
Research	Undertaken, and participation in, research contracts or projects.
Learning	The delivery of learning services for payment by individuals, groups or other organizations.
Food, drink, and catering	Food and beverage service activities. The scale of prepared food and drink in a café, restaurant, bar environment, corporate entertainment.
Retail	The retail sale of non-consumable items.
Venue hire	The hire of spaces within the museum for a fee for individuals or organizations. For example; conference/ weddings/ corporate events.
Events	Promotional events organized to generate revenue for the institution. For example, festivals/fairs, concerts, family days, themed days.
Fundraising	Fundraising and development projects directly linked to the museum, including regular activities.

Type	Activity description
Publishing and printing	Publishing books, journals and other written materials, either in physical or electronic format and the printing of images.
Apps and other media	Sale of apps and other media directly linked to the museum.
Memberships	Friends and membership groups linked to the museum.
Property and land	Renting and leasing of property/ land owned by the museum.
Leveraging assets	The leveraging/monetization of assets/ collections through another business function. For example; artifacts available for hire, touring exhibitions, derivative designs and intellectual property.

- ***Activity of museums themselves:***

Every single study shows the same results and presuming that the share of government funding in average 42% of the total funding of museums (Fiona; 2015) , (Piekkola and Vainio; 2014). Other central financiers were municipalities whose share in funding in average 26%. With their independent funding, museums were responsible in average 17% of overall funding, and the share of other financiers was about in average of 15% (Piekkola and Vainio; 2014).

In average 48% of the spending by museums was allocated to salaries and 31% (in average) to property costs (Fiona; 2015). Other costs claimed about 20% (in average) of the total expenditure. The share of collections purchase was about 1% of the total expenditure. The salaries and property costs therefore came to about 80% of the expenditure of museums. This is a significant piece of information as particularly labor, job creation, and property costs are mostly allocated for the regional economy and thus, they have considerable regional economic impacts (Fiona; 2015).

However, museums as institutions, which are funded by governments have moderately large impact on their local regions and most of their income is used regionally. There is no doubt that museums activity brings an additional income of over three times of their expenditures as direct economic impact to the regions of the museums (Plaza; 2010) . The multiplier effect of the regional economy increases this impact to between 30-50% of the direct income at a regional level (Plaza; 2010).

- ***Impact of museum visitors:***

The increase in demand brought by museum visitors in the location of museum is very important. Estimation for the minimum and maximum spending must be based on statistical data and analysis. However, proxy projection derived from neighboring countries such as; Norway, Denmark and Finland can be applied. Studies and technical reports show that the activity of the museums themselves increases the spending allocated to the location of the museums by a total of 50% of the museum expenditure in annual basis. The spending is allocated mainly for salaries, taxes, and payments received by other service providers to the location of the museum. This increase in demand has multiplier effects the magnitude of which increases the total impact by 20%-50%. Hence the activity of museums increases (increase in total demand multiplied by regional economy multiplier 1.2-1.5) economic activity in locations of museums by about 60%-70% of the museums total expenditure (Piekkola and Vainio; 2014) and (Plaza; 2010).

B. Indirect Economic Impact:

Indirect impact of museums considering the following:

1. *Visitor spend:*

Museums and heritage tourism considers a key motivator for domestic and Scandinavian visits to Sweden and museums consider of major importance to this suggestion. Research evidence is strongest with regard to museums' economic impact via heritage and culture tourism and spending by visitors. All literature reviews studies the number of visitors, day visitors, and overnight visitors and in some cases overseas visitors. Studies highlight the importance to the local economies of attracting visitors from elsewhere in their countries and the potential importance of retaining spending by those who have stayed in the country itself for their holidays rather than going abroad (Lindqvist; 2012).

2. *Procurement:*

Museums in Sweden are favoring and supporting local suppliers in term of encouraging local and green products by local suppliers (Manneby; 2010). Local sourcing and seeking to buy locally as possible could be an indirect effect of operating environmental and sustainability principles.

3. *Local Regeneration:*

Literature reviews and studies have different surveys showing that local authorities explored the value that placed on culture and they concluded that economic development emerged as the main reason for them to fund culture and museums. Museums can play a number of roles in regional economic development and regeneration and development strategies. Place-based developments and place- making efforts can provide a sense of place destination to attract

visitors. Museums offer a sense of identity and authenticity which considers a key to a place-based development projects (Hosagrahar; 2013).

4. *Business support:*

Studies show a significant museum's relationships with local businesses which are associated with the provision of local goods and services as well as place-based regeneration initiatives (Lambert; 2014).

RESULTS

Over the last few years, the admission charging debate has tended to dominate the economic analysis of museums. The main issues in this debate have now been thoroughly aired after the decision of free of charge museum's entry which is taken by the Swedish government in September 2015. A fuller treatment of consumer motivations, museum management objectives and public choice considerations are very important to be studied. The issue of innovation and its diffusion within the museum should be one of the principles that might also to be studies side by side with studying the institutional form of current museum itself (Governmental or non-profit organization), innovative content, and the image. Deciding which regional or city museum might looking to have; effects on market, economics of externalities, demand and supply, and recommended activities will be addressed.

However, if museum finances collapse, it will be unable to serve present and future generations and it will be difficult to find other institution to achieve museums' goals, mission, and objectives. Museum financial collapse can lead to dispersal, or complete loss, of collections, expertise, knowledge and information, as well as termination of services to current audiences. Museums have proved to be adaptable and resilient, however, many museums are now overstretched and financially weak and therefore vulnerable to decline. Future funding can be uncertain and once the governmental funding gets declined, museums certainly will face real threads. Accordingly, many museums are diversifying their sources of income to avoid over-reliance on a single source of public funding. There is growing belief in the potential of private philanthropy to support cultural organizations, complementing public and charitable funding, sponsorship and earned income. Museums might reform its structural resources by attracting funding from non-government sources, and part of museums might aim to operate as social enterprises, and some local-authority museums might be administered by charitable organizations that find it easier to diversify their income and can agree funding from their parent local authority several years in advance.

It supposed that museums have to work within the resources available to them in a sustainable way by doing less, but doing it better. Uncertainty about funding leads museums to think short-term, whereas sustainability requires a long-term approach.

Sustainability has been described as 'efficiency with a conscience' and a key aspect of sustainable operation is to use the limited resources that are available efficiently in order to achieve the maximum possible impact. However, false efficiencies (such as cuts in funding on the basis of hypothetical 'efficiency savings') can weaken organizations, making them less sustainable. In the longer term there may be less funding available for museums, not more. Public expenditure may be under increasing pressure, as taxation struggles to meet rising pension and healthcare costs, with an ageing population. Museums' income from visitors is already going to be declined after the decision of the Swedish government regarding free charging museums' visitor. Economic sustainability might sometimes be best achieved by working in close partnerships with other museums (networking museums), or other types of organization, to share resources.

CONCLUSION

In this study, case studies show that museum visiting is likely to grow in importance as incomes increase. Greater leisure time will also reinforce that trend, as well as providing a stimulus for new developed, specialist museum, perhaps relying on volunteer labor, to be set up. Well managed Museum do of course compete in a market place for visitors: whether they like it or not, they are not isolated from the activities of other surrounding attractions, such as historic houses and old city, region significant heritage places, festivals, and gardens, cultural activities or from the pull of other claims on leisure time and expenditure, such as local sport. It should be emphasized again that technological developments in information and communications give the museum a much wider market than that defined by those who physically visit the museum premises.

In Sweden case, mix marketing perspective from stakeholders and visitors point of view, with good governance and management practices, government policy regarding Museum development, might be a good tool for to attract more visitors and to maintain the museum's competitive advantage and to obtain a better position in the economy life of historic old cities and creative cities with culture cluster. Many established museums in Europe consider a major repository of their region stock of objects and specimens of educational and cultural value. Shifting regional museums in Sweden to be a research institution in its own right and to provide raw material for visiting researchers can play additional and an important and growing role as visitor and scholar attractions. Regional museums in Europe are significant institutions, and by developing them, substantial number of labor and capital will be utilized in performing their multifunctional tasks.

Regional museums in Sweden also may be viewed as productive units which, in order to achieve certain objectives; engage in the transformation, via a production technology, of inputs into a mix of outputs that are valued by others. Developing the decision process on what and how to mix of outputs (e.g. conservation, documentation, display, education, entertainment, shopping facilities and so on) to produce; the efficiency with which the different outputs are produced; the nature and determinants of demand; and how the museum can be relate to other cultural tourism activities in their regions for finance (both public and private) and visitors. Additionally, there is no doubt that there are economic issues relating to government and municipality policies towards museums in their localities and how these policies can contribute to sit up the museum economics to alongside perspectives of other different disciplines in their regions.

RECOMMENDATIONS AND POLCIY IMPLICATIONS

We argue in this paper that the museums have sustainable economic benefits on time-region level. Museum becomes significantly able to reflect the positive effects. We suggest that the key findings of this paper addresses that museums and cultural heritage spatial are highly significant contributor to the Swedish economy including direct and indirect effects mainly those effects which supports the excess number of employees in Sweden cultural heritage sector. The researchers show that a museum is a reasonable contributor to the Swadesh's gross domestic product (GDP) as well as a significant contribution in employees' income. It has a great share of economic impacts related to tourism sector and tourism expenditure attributable to museums.

The paper confirms the importance of the museums to the regional economic development in Sweden. It demonstrates that the economic contributor of the museums is comparable with a number of other significant industries and sectors of economic activity. It addresses the relevance of museums to the government's overarching purpose of creating a more successful economy, with workforce development opportunities through increasing sustainable regional development.

This paper establishes a catalyst for considering the appropriate governmental, regional and local levels of support and investment in the museums sector. Traditionally, museums face the arguments for the increased investment in this sector to ensure the protection of the cultural heritage with little reimbursement and development impacts. Now there is a strong evidence for increasing the investment in cultural heritage and museums sector leads to a feasible contribution on both regional and national economy.

In the light of the results of this paper, the researchers make the following recommendations:

1. Increasing the awareness of the importance of museums to the economy of Sweden. The awareness campaign has to target policy makers and the public alike aiming at Maintaining and increasing government fund is an essential for museum's competitive advantage and to keep museums more innovative and creative.
2. The result of this paper demonstrates that there is a strong economic rationale for increase governmental investment in order to maximize the multipliers and contributions of museums in regional development process.
3. There needs to be increased awareness of the importance of museums to workforce development and jobs creation in operational level of museums as well as a results of the tourism economic multipliers in Sweden.
4. Awareness campaign recommended policy makers to regulating policies aiming at encouraging philanthropy to support museums as well as to encourage private sector and private investors by offering incentives for donating companies for museums.

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